



West Ham Park Committee

Date: THURSDAY, 6 FEBRUARY 2025
Time: 9.30 am
Venue: COMMITTEE ROOMS - 2ND FLOOR WEST WING, GUILDHALL

Members:

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the minutes of the previous meeting held on 10 December 2024.

For Decision
(Pages 5 - 10)

4. **ASSISTANT DIRECTOR'S REPORT**

Report of the Executive Director, Environment.

For Information
(Pages 11 - 16)

5. **TENNIS PROVISION AT WEST HAM PARK**

The Committee to receive a presentation from the Environment Department.

For Information
(Pages 17 - 28)

6. **FIVE-YEAR BUSINESS PLAN (WEST HAM PARK)**

Report of the Executive Director, Environment.

For Information
(Pages 29 - 48)

7. **WEST HAM PARK FEES AND CHARGES FY'2025-26 (1 APRIL 2025 - 31 MARCH 2026)**

Report of the Executive Director, Environment.

For Decision
(Pages 49 - 62)

8. **WEST HAM PARK MANAGEMENT PLAN (2025 - 2035)**

Report of the Executive Director, Environment.

For Decision

(Pages 63 - 114)

9. **RISK MANAGEMENT UPDATE REPORT**

Report of the Executive Director, Environment.

For Information
(Pages 115 - 122)

10. **BUDGET ESTIMATES 2025/26 - WEST HAM PARK CHARITY**

Joint Report of the Chamberlain and Executive Director, Environment.

For Decision
(Pages 123 - 132)

11. **OPERATIONAL FINANCE PROGRESS REPORT 2024/25 (QUARTER 3 APRIL - DECEMBER) - WEST HAM PARK CHARITY**

Report of the Chamberlain.

For Information
(Pages 133 - 146)

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

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

14. **EXCLUSION OF THE PUBLIC**

MOTION: 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

Part 2 - Non-Public Agenda

15. **WEST HAM PARK FORMER NURSERY SITE**

Report of the Executive Director, Environment.

For Decision
(Pages 147 - 160)

16. **TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES -
OUTCOMES OF THE NATURAL ENVIRONMENT CHARITIES REVIEW**

Joint Report of the Executive Director, Environment, the Interim Managing Director of City Bridge Foundation, and the Chamberlain.

For Information
(Pages 161 - 206)

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

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

WEST HAM PARK COMMITTEE Tuesday, 10 December 2024

Minutes of the meeting of the West Ham Park Committee held at Committee Room -
2nd Floor West Wing, Guildhall on Tuesday, 10 December 2024 at 9.30 am

Present

Members:

Caroline Haines (Chair)
Eamonn Mullally (Deputy Chairman)
Anne Corbett
Wendy Mead OBE
Benjamin Murphy
Catherine Bickmore
Tim Hodgson
Councillor John Whitworth

In attendance:

Rafe Courage
Councillor Joy Laguda MBE
James St John Davis

Externals:

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

Officers:

Niranjan Shanmuganathan	- Chamberlain's Department
Anna Cowperthwaite	- Comptroller and City Solicitor's
Emily Brennan	- Environment Department
Simon Glynn	- Environment Department
Joanne Hill	- Environment Department
Jo Hurst	- Environment Department
Bill LoSasso	- Environment Department
Charlotte Williams	- Environment Department

1. APOLOGIES

Apologies were received from Andrew McMurtrie JP and Justin Meath-Baker.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

No declarations of interest were received under the Code of Conduct.

3. MINUTES

Cllr Laguda requested her title be changed on the minutes from OBE to MBE.

RESOLVED – That, the public minutes and non-public summary of the meeting held on 17 October 2024 were approved as a correct record, subject to the agreed amendments.

4. **ANNUAL REVIEW OF TERMS OF REFERENCE**

The Committee received a report which included the Terms of Reference for the Committee's consideration before submission to the Policy and Resources Committee.

During the discussion, the following points were noted:

- a) The Chair suggested leaving the Terms of Reference as they were due to awaiting the outcome of the Natural Environment Charities Review (NECR).
- b) The Chair also suggested the July or September meeting of the Committee may be dropped, although indicated holding off on that until the timeline of the Nursery Site scheme had been developed.
- c) A Member asked for it to be reflected in the minutes that the Terms of Reference did not accurately reflect the relationship with other Committees, but understood it would be addressed as part of the NECR.
- d) A Member raised concerns at dropping a meeting. The Chair stated it could be affected by the NECR, the makeup of the Committee and the timeline of the Nursery Site proposal and once a tighter framework had been established for the Committee, it may be that no change is needed. However, the Town Clerk had asked for Committees to review meetings to consider whether they were relevant.
- e) A Member stated that as Trustees of the Charity, Members had far more responsibilities for the Open Spaces than just the charitable aspect and meetings could not just be cut based on what charity Officers felt was needed.

RESOLVED – That, Members:

- Approved the Terms of Reference of the West Ham Park Committee, subject to any comments, for submission to the Court of Common Council in April, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman;
- Considered whether any change was required to the frequency of the Committee's meetings.

5. **ASSISTANT DIRECTOR'S REPORT**

The Committee received a report which provided Members with an update on matters relating to West Ham Park since the last Committee meeting on 17 October 2024. The report also noted that the new report format had been developed in agreement with the Committee Chair and it reported on key accomplishments against the four strategies of the Natural Environment Division, which were released in January 2024.

During the discussion, the following points were noted:

- a) A Member asked why floodlights were linked to padel. Officers indicated that the recommendation was for padel to have floodlighting, but it would need to be investigated as it would need to be provided all year around. Officers added that paddle also used perspex walls which required planning permission if an alternative site was to be used to the tennis courts.
- b) Officers informed Members that a meeting with Stratford Padel Club had been organised to see if demand met the need to create new padel courts.
- c) A Member queried if longboarding had been considered as an option in comparison to padel. Officers responded that it had already been considered and noted that the longboarding club had told them that far less work would be required to make the tarmac fit for purpose for longboarding and skateboarding as there was less maintenance and it would only require a new tarmac covering.
- d) Officers added that the longboarding club would welcome the opportunity to bring the club to West Ham Park as there was nowhere else in London that provided such an open space without conflicting with cyclists.
- e) Another Member stated, in regard to the learning sessions taking place, that their understanding was it was an allocated cost based on the hours and suggested it would be interesting to see the percentage overall of the cost as it accrued through reporting. Officers confirmed it was a below the line recharge on the learning team cost and added that the learning team charges were set and forecast at the start of the financial year.

RESOLVED – That, Members:

- Noted the report.

6. **UPDATE TO MANAGEMENT PLAN FOR WEST HAM PARK**

The Committee received a report which summarised the work done to update the management plan for West Ham Park and sought Committee approval to finalise the document and prepare for layout and publication.

During the discussion, the following points were noted:

- a) The Chair indicated that the management plan would be developing a similar overall strategic approach to those prepared for Highgate Wood and Queen's Park. Representatives of Land Management Services (LMS) explained 30- or 50-year plans were very rare when associated with parks or open spaces and 10 years was not very long in the life of a park. They added it provided enough scope to plan ahead, and with the 5-year interim review, felt it was an appropriate amount of time.
- b) The Chair queried the lack of mention of the 150th Anniversary Event. LMS representatives indicated it would be included in future revisions.
- c) Representatives of LMS stated the criticism in the Green Heritage Assessment stemmed from the fact that the Conservation Management Plan (CMP) had not informed the Management Plan. They added there was a need to update to update the habitat map and the tree map as it would help to understand how the tree cover had changed over 10-15 years and would help to inform a tree succession plan.
- d) The representatives of LMS added that the management plan, backed up by annual work programmes, would be adequate to satisfy Green Flag status. They added that the Committee may not consider going for Green Flag status until next year to ensure plans were updated.
- e) A Member queried why it had been decided that the Management Plan would last for 10 years.
- f) The Member questioned whether there was still flexibility within the Management Plans, through the Project prioritisation Process, to complete tasks when needed.
- g) Officers were asked by the Member if a digital and data strategy had been built into the Management Plan and whether any data surveys had been conducted to express how the site was being used by visitors.
- h) A Member suggested more specific recommendations were needed to ensure they could be monitored and mentioned there was no mention of the buildings and storage areas in the Park. The Member added that ecological networks were likely to be an important part of any nature conservation and recovery. The Chair agreed that ecological networks were important and suggested Pollinating London could also be included.
- i) A question was raised by a Member as to whether the vocabulary needed to be strengthened in relation to the corporate net zero targets and how those targets would feed down and impact the Park.
- j) Another Member noted there was a plan for nature enhancement in the new Local Plan at the London Borough of Newham which sought to

increase green space concurrently with the increase in population. The Chair suggested the Member provide some words to be included in the Management Plan in reference to Newham's local plan.

- k) The Chair asked when a decision needed to be made for the Green Flag application. LMS representatives indicated it would need to be in advance of putting an application in for January.
- l) The Chair suggested an update needed to be provided in early January to indicate what objectives had or had not been achieved in preparation for a Green Flag submission.
- m) Officers indicated they believed they would be in a good position to make a Green Flag and Green Heritage submission in January and it would be a different judge who would recognise that the 2011 Conservation Management Plan had been updated, as well as having addressed other issues.
- n) The Chair suggested the management plan needed to be more data-driven and directional.
- o) A Member queried what the downside of not putting an application in was. Officers suggested the impact could be reputational, noted they had always put in application and stated this was the first year the Green Heritage award had not been received.

RESOLVED – That, Members:

- Noted the report and attached draft West Ham Park Management Plan.
- Authorised the Superintendent, in consultation with the Chair and Deputy Chair, to finalise the update to the management plan for West Ham Park, subject to further information being circulated to Members in January.

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

No questions were received on matters relating to the work of the Committee.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.

No other business was raised by the Chair for consideration.

9. EXCLUSION OF THE PUBLIC

RESOLVED – That, Members agreed not to exclude the public.

10. MINUTES

RESOLVED – That, the non-public minutes of the meeting held on 11 July 2024 were approved as a correct record in public session.

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

No non-public questions were received on matters relating to the work of the Committee.

12. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

No other business was raised by the Chair for consideration in non-public session

The meeting ended at 10.34 am

Chairman

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

City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 6 February 2025
Subject: Assistant Director's Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	-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 Environment
Report author:	Bill LoSasso Assistant Director (Superintendent), North London Open Spaces

Summary

This report provides Members with an update on matters relating to West Ham Park since the last Committee meeting on 10 December 2024.

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Background

1. This report format has been amended to align reporting with the four strategic themes of the West Ham Park Management Plan (2025-2035).

Caring: We continue to care for the Park to ensure it fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.

2. A new 10-year management plan has been developed and written, which has identified the short, medium and long-term objectives for the Park. External consultants, Land Management Services, were appointed and tasked with writing the management plan and consulting with key stakeholders.
3. A Green Flag and Green Heritage application will be submitted for West Ham Park. The new Management Plan has taken the judging criteria and previous judges' reports into account and addressed the historic features of the park.
4. The Friends of West Ham Park have organised their first public planting of the hedgerow around the playground on Sunday 19 January 2025. This will cover 50m of hedging and will be followed by planting activities by Park Primary and St Bonaventure's Schools along with the Cub Scouts. Each will plant a 50m length, so when finished, a new 200m native hedge will have been planted. Plans are underway to organise another public planting event in early spring. This will be to plant new shrubbery plants around the 'mounds area'.

Excellence: We maintain the highest environmental, conservation, heritage and horticultural standards.

5. West Ham Park remains popular with visitors throughout the winter months. The main tasks have been hedge cutting, tidying shrubs and borders in the formal gardens, weeding and leaf clearance from paths and play areas to maintain clear, safe access, and clearing drains, gullies and ditches.

6. The gardening team has been carrying out seasonal herbaceous border maintenance, cutting back the herbaceous and perennials, and tasks in the ornamental gardens such as weeding and leaf clearance.
7. A total of 715 trees have been inspected this year across the four quadrants of the Park. These inspections were undertaken by the in-house Professional Tree Inspectors during three site visits on 29 October, 5 November and 14 November.
8. A VOGT Geo Injector machine is being purchased with Climate Removals Project to decompact soils around tree roots, with works to start in spring. The machine works by creating aeration pockets which are then injected with a granular material.
9. The frequency of high winds resulted in all the leaves being down before Christmas. The leaves are collected from pathways, lawns, beds and borders and taken to the leaf tip yard, where they are then collected by a local farmer who spreads the decomposed organic matter on his fields.
10. To ensure the safety of officers and the public, the Park was part or fully closed 16 times (six in full) in 2024 due to high winds of over 40mph and once at time of writing (1 January) in 2025. During high winds and whilst the Park is closed to members of the public, the staff carry out a range of tasks such as site patrols, cleaning tools, machinery and equipment, cleaning the tool shed and staff areas as well as administration and office work. When the winds ease, patrols are carried out to check the Park for signs of damage and tree failure. Officers continue to monitor best practice in extreme weather management and are again reviewing the existing policy in 2025.
11. Below are the dates and times Park closed due to high wind speeds (over 40mph)

Date	Wind speed prediction	Wind speed actual	Length of time closed
02 January 2024	40+ mph	54.1mph	Closed at 13:00hrs
03 January 2024	N/A	N/A	Opened at 10:00hrs after checking site and clearing debris from previous day
21 January 2024	40+ mph	47.2mph	Closed at 14:00hrs
28 January 2024	37+ mph	44.9mph	Closed at 14:00hrs

09 April 2024			Closed between 12-16:00hrs
15 April 2024	40+ mph	46.1mph	Opened at 17:00hrs
22 August 2024	43 mph	23mph	Opened at 12 noon
23 August 2024	43 mph	29mph	Opened at 11:30hrs
23 November 2024	50+ mph	41.5mph	All day
24 November 2024	50+ mph	44.9mph	All day
06 December 2024	N/A	N/A	Closed all day to check for damage from high winds (41.5 mph) the night before
07 December 2024	57 mph	49.5mph	All day
08 December 2024	51 mph	49.5mph	All day
18 December 2024	43 mph	49.5mph	Closed until 10:00hrs
22 December 2024	46+ mph	39.2mph	All day
31 December 2024	45 mph	34.6 mph	Closed at 14:00hrs
1 January 2025	53mph	44.9mph	All day

Inclusion: We ensure that the Park and its facilities are accessible to all and inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.

12. The Head of Operations and Parks continues to have regular meetings with the Lawn Tennis Association to discuss the tennis provision and ways to increase participation at West Ham Park in relation to the London Borough of Newham. A meeting was held on 15 January 2025 to explore ways of driving both pay & play bookings and the membership offer. This will be done through collaboration with the current coaching provider and increasing local people’s awareness and interest in tennis through methods such as Free Park Tennis sessions, Barclays Big Tennis Weekend, Local Tennis Leagues, outreach programmes and bespoke community programmes.

13. Meetings have been arranged with Stratford Padel Club and other local Padel providers to fully explore Padel at West Ham Park and understand all the requirements. The disused basketball court is a potential location, but there are limitations to introducing Padel, such as gaining planning consent, the opening and closing times of the park, security, floodlighting and the impacts upon the

ecology of the park and the habitats and species it supports, such as European protected bats.

14. The football pitches are in use by clubs and groups for football training and matches at the weekends. The season is underway and East London Ballers Football Club continue to use the park as their home ground. Renovation works have been planned and are due to take place on one of the football pitches and the football gravel pitches in the New Year.

Community: We work in partnership with our local community and engage visitors and the local community in understanding and caring for the Park.

15. The Army Reserves, based in the TA Centre, carried out an after-hours training drill in the Park on Tuesday 19 November, which is the second time they have used the Park for training.
16. The Friends of West Ham Park ran their annual 'Park in the Dark' event on Friday 5 December 2024. It was attended by over 250 people and included the fabulous singers from the Park Primary School choir. Swapping an "entry fee" of a non-perishable food item for a glowstick, the Friends were also able to collect items for the local food bank. Morrisons also kindly sponsored the hot chocolate and mince pies, which were enjoyed by everyone.
17. The Friends of West Ham Park will be running a bird watching walk on Saturday 18 January for up to 25 members of the public and a star gazing event called 'Eyes to the Skies' on 19 January 2025 for up to 50 members of the public.

Income Generation

18. Income generation at West Ham Park remains aligned with past practice, relying primarily on user fees and charges for sports pitch hire, bandstand hire, and small events. The annual review of fees and charges is included in a separate report to this committee, on 6 February 2025, for decision.

Financial implications

19. No implications.

Resource implications

20. No implications.

Legal implications

21. No implications.

Risk implications

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

Equalities implications

23. No implications.

Climate implications

24. Included within the business plan for 2024-25 are a series of projects which contribute towards achieving the City of London'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

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

Conclusion

26. This report provides Members with an update on matters relating to West Ham Park since the last committee meeting on 10 December 2024.

Author

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#WestHamPark150

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West Ham Park Committee

06 February 2025

Tennis Provision and Padel Opportunities



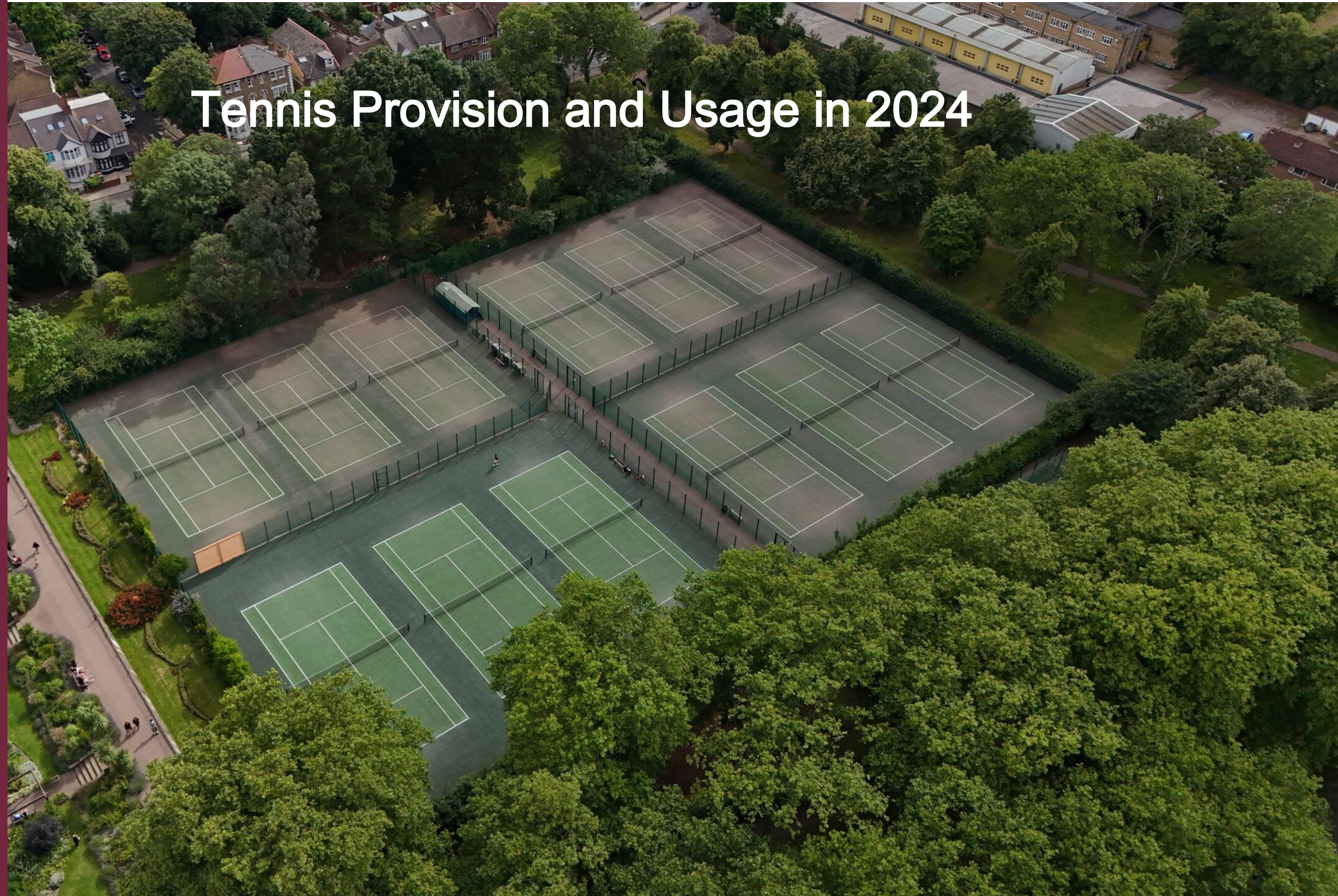
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Tennis Provision and Usage in 2024





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Maintenance of the Tennis Courts





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Tennis Coaching



Coaching Provision and Arrangements



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Events to encourage participation: 150th Anniversary





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Outreach work and events to encourage schools and younger participation





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Liaison with the Lawn Tennis Association

Develop tennis participation

Increase court bookings

Park Tennis Activation and Parks Tennis Data Tracking

Support and advice on Padel and Facility Development





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Scope and Provision of Padel in London and Newham





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Padel: Considerations and Limitations





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Any Questions?



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Agenda Item 6

City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 6 February 2025
Subject: Five-year Business Plan (West Ham Park)	Public report: For Information
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides statutory duties• provides business enabling functions	
Does this proposal require extra revenue and/or capital spending?	Spending is as per approved annual and supplemental budgets
If so, how much?	Spending is as per approved annual and supplemental budgets
What is the source of Funding?	<u>Multiple</u> -Local Risk -City Surveyor's Department -Capital Funding -Climate Action Strategy -External Funding -Charity income
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces

Summary

This report provides a working draft of the first five-year business plan for West Ham Park, which is still under development. It also summarises the various documents and plans that guide the work of North London Open Spaces in managing the four spaces that it is responsible for, including West Ham Park.

Recommendation(s)

Members are asked to:

- Review the draft West Ham Park Five-year Business Plan provided at Appendix 1 and provide any comments at the committee meeting on 4 February 2025.

Main Report

Background

1. North London Open Spaces (NLOS) is responsible for the day-to-day management of four public open spaces: 1) Hampstead Heath, 2) Highgate Wood, 3) Queen's Park, and 4) West Ham Park.
2. The management of these four open spaces is administered through three separate charities: 1) Hampstead Heath (Charity no. 803392), 2) Highgate Wood and Queen's Park Kilburn (Charity no. 232986), and 3) West Ham Park (Charity no. 206948).
3. NLOS is overseen by two management committees of the City of London Corporation: 1) Hampstead Heath, Highgate Wood, and Queen's Park Committee, which governs the three named spaces, and 2) West Ham Park Committee, which governs West Ham Park.
4. A significant amount of strategy development has occurred at the City Corporation over the past 18 months, including development of a new Corporate Plan, development of four new Natural Environment Division Strategies, and the update of the West Ham Park Management Plan. In addition, the City Corporation's open space charities are now developing rolling five-year business plans to further guide their work planning and delivery.
5. Business planning for NLOS is complex and has become more complex in recent years due to multiple factors, including NLOS's complex multi-site structure and reporting relationships, recent staff reductions, having a large number of staff who split their time across more than one site, and the practice of workstreams being conceived, funded, and delivered variously by NLOS and other City Corporation departments and initiatives that nevertheless require NLOS resource to deliver (eg, City Surveyor's Department programmes and the Climate Action Strategy).

6. The development of a five-year business plans will support central planning, delivery, and reporting on these numerous workstreams across four sites for our one NLOS sub-division, as well as better time management for Officers.

Management of West Ham Park

7. The West Ham Park Management Plan (2025 - 2035) provides the strategic direction for the management of West Ham Park, setting out four strategic themes for the site. The Plan was approved by the West Ham Park Committee, subject to final comments and edits, on 10 December 2024.
8. The City Corporation is now developing five-year business plans at its open space charities on a rolling five-year basis. The five-year Business Plan will state the charities' planned workstreams and outputs for West Ham Park over a five-year period and will show how and when the various workstreams will be resourced, delivered, and measured.
9. The five-year Business Plan will be updated annually to reflect changes in priorities and resources and to rescope workstreams to reflect new risks, constraints, and changes if and when needed. This review will typically occur annually, but may occur by exception at other times to capitalise on new opportunities or respond to arising circumstances.
10. The draft five-year Business Plan for West Ham Park (Appendix 1) lists proposed prioritised workstreams to deliver on the charitable obligations and four strategic themes of the West Ham Park Management Plan. It also illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan sets out the specific priorities and activities for West Ham Park, and progress against them will be reported.
11. The West Ham Park five-year Business Plan is an important planning and communication tool. It allows the charity to articulate its priorities for West Ham Park in a resource-constrained environment, and to plan with as much predictability as is feasible what workstreams it believes are reasonably achievable given these resource constraints. Workstreams tentatively planned for out years beyond the current year will necessarily be tentative and will be refined as clarity on out year resources and circumstances becomes clearer.
12. In principle, once the workstreams for a given year are established, any new area of proposed work will require consideration to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased, or deferred in order to include anything new in the plan.

13. The five-year Business Plan is not an exhaustive itemised list of NLOS's workstreams. Including an itemised list of the day-to-day "business as usual" activities that take up the majority of Officers' time would be impractical. This "business as usual" work is guided by an Annual Work Plan that guides the day-to-day activities of officers and sets out cyclical tasks that are planned and delivered on an annual or seasonal basis. This includes activities such as litter picking, cleansing, grass mowing, patrols, and the voluminous other critical tasks that are performed regularly as part of the day-to-day running of West Ham Park.
14. The draft five-year Business Plan is still under development, and currently focusses on 2025-26 and 2026-27. The plan will be further developed over time as greater clarity on future years' resources becomes available, Officers complete the project prioritisation process (the subject of a separate report to this committee), and Officers develop estimates on the resourcing needed to deliver prioritised workstreams.
15. Estimating the resourcing devoted to workstreams, both at West Ham Park and across all four of NLOS's open spaces, is complex and will evolve and be refined over time. To illustrate the complexity, these estimates must reflect that fact that while many Officers work exclusively at West Ham Park (eg, Rangers working exclusively at West Ham Park), other Officers at NLOS work across multiple or all of the open spaces within NLOS's purview.
16. Officers plan to return to this committee on 20 May 2025 with a more developed plan, and ask Members to provide any representations now for consideration as work on this complex undertaking continues. While plans must be written for each individual site, a cohesive single plan is ultimately needed to allow for work to be effectively planned, coordinated, and delivered by one NLOS sub-division across its four separate spaces and three separate charities.

Project Prioritisation Process

17. Some workstreams and projects are essential to the running of West Ham Park, including those that relate to compliance and health and safety; others are not. There is currently no clear way of assessing and deciding which activities can be delivered within the existing resource envelope (including budget, Officer capacity, and availability of equipment, materials, and supplies), and what activities will either require additional resource to proceed or will need to be paused, ceased or deferred to later years due to being beyond the resource envelope available.

18. Officers seek to address this by including an estimation of the resources required to deliver the various workstreams in the new five-year Business Plan. This exercise is still a work in progress and will evolve and be refined in the coming months and years.
19. Given the reality of officers not having sufficient resources to deliver everything on everyone's "wish list", a prioritisation process is needed to help prioritise those workstreams that are critical to the management of West Ham Park, the achievement of its charitable goals, and which further improve West Ham Park and what it offers.
20. Accordingly, a Project Prioritisation Process has been created by officers, which is the subject of a separate report to this committee. This process will enable production of a prioritised list of projects and workstreams for West Ham Park, and for NLOS more broadly, by applying a set of agreed prioritisation criteria to projects and workstreams being considered for inclusion in the five-year Business Plan. The output of that process, which can then be assessed against available resources to decide which activities will be included in the business plan, will also inform any subsequent updates or proposals for new work for inclusion in the five-year Business Plan.

Other documents informing management of West Ham Park

21. In addition to the West Ham Park Management Plan and five-year Business Plan, there are numerous other strategies, plans, programmes, projects, and initiatives at the City Corporation that inform and provide guidance to North London Open Spaces' management of West Ham Park, and with which the West Ham Park Management Plan is aligned. These include:
 - a. City of London Corporation Corporate Plan (2024-2029), which guides planning and decision-making for the City Corporation through six strategic outcomes.
 - b. Natural Environment Strategies (2024-29), which sets out the City Corporation's strategic approach to its managed open spaces, assets and activities and aligns the Corporate Plan strategic objectives with site-specific management plans (eg, West Ham Park Management Plan).
 - c. Environment Department's High-Level Business Plan (2025-26), a department annual plan which provides a strategic overview of the key areas of work that will be undertaken across the whole Environment Department during 2024-25.
 - d. Climate Action Strategy (2020-2027), which sets out climate action commitments across all the City Corporation's assets, including its

open spaces.

External support and deliverables

22. Also included within the five-year Business Plan are works being delivered and funded via the following programmes, whose budgets exist outside of and independent from West Ham Park's local risk budget. These include:
- a. Cyclical Work Plan: repairs and maintenance projects that are required on a cyclical / life cycle basis is provided by the City Surveyor's Department.
 - b. Building Repairs and Reactive Maintenance Programme: building repairs and maintenance delivered via a planned preventative maintenance programme, that also includes reactive repairs and is provided by the City Surveyor's Department.
 - c. Climate Action Strategy: a programme to implement various carbon reduction and resilience projects at open spaces, including West Ham Park.

Corporate & Strategic Implications

Strategic implications

23. The West Ham Park five-year Business Plan will further the West Ham Park Management Plan strategic themes, the Corporate Plan's strategic outcomes, and the four Natural Environment Strategies, as further detailed in this report.

Financial implications

24. Activities in the five-year Business Plan will be planned to meet the existing local risk of West Ham Park.

Resource implications

25. Officers managing West Ham Park are operating in a resource-constrained environment. As noted in this report, the five-year Business Plan will support better alignment of workstreams within available resourcing to better articulate what is and is not possible to be delivered by Officers in any given year.

Legal implications

26. The City Corporation as the charity Trustee is responsible for ensuring that the West Ham Park Charity fulfils its charitable purpose, which is: "The maintenance of West Ham Park as open public grounds and gardens for the resort and recreation of adults and as playgrounds for youth and children." The five-year Business Plan will assist the delivery of the West Ham Park Management Plan and provide a clear framework for decision-making, including resource allocation which is in the best

interests of the charity. The Plan will support Members of this Committee to exercise their duties responsibly on behalf of the City Corporation.

Risk implications

27. Activities within the business plan are assessed within the West Ham Park Risk Register.

Equalities implications

28. The West Ham Park Management Plan strategic themes are committed to increased engagement, diversity, and accessibility, which the five-year Business Plan will support delivery of. Activities within the business plan have or will have equalities impact assessments where relevant and appropriate.

Climate implications

29. Several of the activities with the five-year Business Plan are specifically to address climate-related issues.

Security implications

30. Relevant security risks are assessed with the West Ham Park Risk Register.

Conclusion

31. A draft five-year Business Plan is being developed to prioritise workstreams at West Ham Park. This Plan will be further developed by Officers. The plan lists proposed prioritised workstreams to deliver on the four strategic themes of the West Ham Park Management Plan and illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan allows the Charity to articulate its priorities for West Ham Park in a resource-constrained environment and agree with confidence the activities that will occur in West Ham Park in any given year with as much predictability and forward planning as is feasible. In principle, if any new areas of potential work are identified throughout the lifespan of the five-year Business Plan that are not already included in the plan, consideration will need to be given to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased or postponed to accommodate any new work.

Appendices

- Appendix 1: Draft five-year Business Plan for West Ham Park.

Background Papers

- None

Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

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APPENDIX 1: DRAFT FIVE-YEAR BUSINESS PLAN

#	ACTIVITY	ACTIVITY DESCRIPTION	WEST HAM PARK MANAGEMENT PLAN THEME	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	PRIORITISATION SCORE (where relevant)	TOTAL BUDGET (where relevant)	FUNDING SOURCE	NLOS LEAD	NATURAL ENVT STRATEGIES			
													1. Nature Conservation and Resilience	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
Page 37	Annual Work Plan (Business as Usual)	<i>The Annual Work Plan is not a part of this Five-year Business Plan, but will be included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.</i>	All	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	ALL	X	X	X	X
	Cyclical Works Programme (City Surveyor's Dept)	<i>Numerous workstreams to be itemised. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access. Officers are liaising with City Surveyor's Department on a programme/project dashboard.</i>	All	TBC	TBC	TBC	TBC	TBC	TBC	TBC	<select>	ALL	X	X	X	X

	Reactive Building Repairs & Maintenance Programme (City Surveyor's Dept)	Numerous workstreams. Work occurs as scheduled / planned preventive maintenance arises, and as reactive repairs and maintenance needs arise. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access.	All	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	<select>	ALL	X	X	X	X
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1	Toilet block	Refurbishment of the toilet block in the park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Cyclical Works Programme (City Surveyor's Dept)	Parks & Operations Team				
2	Old Nursery Site	Continue to develop proposals for the Old Nursery Site in partnership with the local community.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Natural Environment Division				
3	Sustainable park management	Continue to implement sustainable management practices in all Park operations wherever possible	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
4	Climate resilience	Work as part of the Climate Adaption Action Plan/Carbon Removals Project to adapt management practice and planting where appropriate to contribute to climate resilience and carbon sequestration.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Climate Action Strategy	Parks & Operations Team				

5	Tree succession plan	Develop a tree succession plan to maintain the historic fabric of the Park (avenues) and adapt to climate change	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
6	Revisit Conservation Management Plan	Re-visit CMP strategy and actions and identify opportunities to implement remaining actions	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
7	Learning in the Park	The Park Management and Learning Teams work with the local community to identify opportunities to enhance learning and engagement opportunities in the Park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Learning Team				
8	Community engagement	We continue to observe how local people use and benefit from the Park and adapt our practice where appropriate	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
9	Wildlife Teaching Areas	Ensure that our existing Wildlife Teaching Areas provide a valued facility for local schools and look at opportunities to create new areas.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Learning Team				
10	Signage	Continue to review, and where appropriate update or enhance, signage and interpretation in the Park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				

11	Playground	Complete the installation of the tiger mulch in the playground	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
12	Safe Neighbourhood Team	Continue to develop the relationship with the Metropolitan Police / SAfer Neighbourhood Team	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
13	Planning consultant	Restore relationship with planning consultant to monitor potential impacts surrounding the Heath.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
14	Page 40 Review of Policies, Procedures, and Safe Systems of Work	Continue the review and update of these documents to guide the safe and efficient running of the Park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
15	Review of licenses and agreements	Review existing licenses, agreements and uses of the Park to ensure that all necessary agreements are modern, appropriate, and in place	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnerships team				
16	Complete safeguarding training for staff in need	Ensure the health, safety and well-being of staff, volunteers and contractors, and the safeguarding of visitors.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				

17	Training programme	Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensure workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
18	Analysis of visitor trends	Train managers in the use of visitor data obtained by the HUQ mobile phone visit counts.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
19	Green Heritage Award	Attain Green Heritage Award	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
20	Review of fleet	Continue to implement sustainable management practices in all Park operations wherever possible, including transition to non-petrol powered machinery and equipment, waste management and recycling, water management and avoidance of chemicals; encourage visitors to recycle waste through appropriate on site provision . Audit our fleet to identify the most polluting vehicles, and prioritise for replacement where possible.	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
21	Landscape management	Park-wide: Achieve a balance in soft landscape management between access and amenity requirements for general recreation, and nature conservation, for example in management of grassland and hedgerows, including ongoing review of meadow grassland.	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				

22	Tree succession plan	Trees and woodland: develop tree succession plan to safeguard the Park's distinctive tree and woodland cover in the longer term and their contribution to nature conservation and climate mitigation. Consider species selection plan to balance replanting of Park's historic tree species with choice of species likely to be more resilient to climate change	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
23	Tree health	Continue to develop measures for the monitoring and management of tree pests and diseases such as <i>Massaria</i> , ash dieback and oak processionary moth	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
24	Page 42 SNC status	Work with London Wildlife Trust and Newham to raise the status of the Park as a Site of Interest for Nature Conservation from Local to Borough	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
25	Interpretation	Continue to review interpretation and information provision around the Park.	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
26	Wildflower meadows	Explore the planting of additional wildflower meadows	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
27	Copses	Planting of new copses in the Park	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				
28	Review waste and recycling operations in the Park	Waste and recycling review	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservation Team				

29	Continue the implementaiton of in-house surveys and management of trees in the Park	Tree takeover	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Conservati on Team				
30	Hedgerows	Plant additional hedgerows via the Climate Action Strategy	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Climate Action Strategy	Parks & Operations Team				
31	Green Heritage Award	Submit the applicaiton for Green Heritage Award	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
32	Friends of West Ham Park	We continue to work closely with the Friends of West Ham Park to grow our programme of activities and events	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
33	Learning Team	Learning opportunities in the Park continue to grow across all age groups and communities.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Learning Team				
34	Staff training	Support our staff through training to provide 'a friendly face' to maintain our communication and links across our local community. Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensure workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				

35	Communications Working Group	Continue to develop the internal Communications Working Group at NLOS to understand from officers what behaviours must be addressed and develop communications strategies collectively to promote change.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				
36	Padel	Explore the installation of a padel court(s) in the Park	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC (currently unfunded)	Parks & Operations Team				
37	Tarmac area	Explore the transition of the tarmac area in the park into a useful use	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC (currently unfunded)	Parks & Operations Team				
38	Self-audit of Heath accessibility	Complete a review of access challenges in West Ham Park	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
39	Review of site accessibility	Review accessibility challenges at West Park to understand and address challenges to access	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
40	Review of fees and charges	Continue to perform the annual review of fees and charges.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				
41	Refreshments	Identify a suitable location for a food and beverage offer for implementation	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				

42	Community Engagement Toolkit	<p>Retain and develop engagement and partnerships with residents associations and volunteer groups.</p> <p>Develop a 'Community Engagement Toolkit' to guide engagement efforts on the Heath and ensure an approach that is inclusive and as per best practice</p>	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Superintendent				
43	Events programme	<p>Maintain and develop programme of walks and talks with the Friends of West Ham Park to enhance understanding of the Park's heritage and nature conservation significance and Park management.</p> <p>Create and deliver a programme of community and commercial events in West Ham Park</p>	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership team				
44	Friends of West Ham Park	Widen volunteer engagement in all aspects of Park management, including practical maintenance, surveys such as wildlife monitoring, and biodiversity.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
45	Learning Team	Continue to grow our Learning Programme with local schools and children's groups to provide opportunities for learning about the Park, heritage and nature conservation, through guided visits, walks, talks and activities, and experiences such as bulb planting and wildlife monitoring.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Learning Team				
46	Active recreation	Continue to work with local schools and clubs to provide facilities for organised sport and recreation	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				

47	Friends of West Ham Park	Work with the FWHP to increase opportunities to engage in informal activities such as health walks, guided walks and tasks in the community garden and around the Park.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
48	Active recreation	Look at opportunities to develop the Outdoor Gym which is heavily used.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
49	Active recreation	Park Run: continue to promote and support.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				
50	200m of hedge planted	Plant 200m of new hedge in the park with the Friends of West Ham Park	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	External	Parks & Operations Team				
51	Events	Plan a programme of events on the bandstand in partnership with local community partners	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				
52	Webpage audit	Complete the audit of the West Ham Park webpages on the City Corporation website, identifying information errors, information gaps, and opportunities for better communication and provision of info.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				
53	Weddings in West Ham Park	Review possibility of hosting of weddings in the park, secure needed permits/license	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnership Team				
54	Memorial bench programme	Review the existing memorial bench programme, including inventory of assets, update of existing information/date, review of bench placement locations, and draft Committee report on proposed future of the programme.	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Parks & Operations Team				

55	Communications Plan	Include messages on the value of the West Ham Park in the 2025-26 Communications Plan	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnerships team				
56	Events prospectus	Complete a marketing document to highlight potential event sites on the Park for community and commercial use	4. Community: We engage visitors and the local community in understanding and caring for the Park.	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)	Development & Partnerships team				

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Agenda Item 7

City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 6 February 2025
Subject: West Ham Park Fees and Charges FY'2025-26 (1 April 2025 – 31 March 2026)	Public report: For Decision
This proposal: <ul style="list-style-type: none">• delivers Corporate Plan 2024-29 outcomes• provides business enabling functions	-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 Environment
Report author:	Bill LoSasso, Superintendent, North London Open Spaces

Summary

This report proposes a procedure to guide the annual review of fees and charges in West Ham Park and proposes fees and charges for financial year 2025-26 (1 April 2025 – 31 March 2026).

Recommendation(s)

Members are asked to:

- Note the proposed procedure to guide the annual review of fees and charges in West Ham Park.

- Approve the update to the existing fees and charges for financial year 2025-26 (1 April 2025 – 31 March 2026) as proposed herein.

Main Report

Background

1. North London Open Spaces (NLOS) charges for a wide range of services and recreation and sporting activities provided across the four public open spaces that it oversees (Hampstead Heath, Highgate Wood, Queen's Park, and West Ham Park). These fees and charges are reviewed annually to ensure that fees and charges remain relevant and appropriate.
2. The income generated from fees and charges contributes towards the cost of managing and maintaining West Ham Park and the sports and recreational facilities provided at West Ham Park. Sports fees and charges are not currently based on full cost recovery and continue to be subsidised by the Charity to facilitate engagement with the local community and to promote participation in formal and informal recreational activities and sports, to support health and wellbeing for West Ham Park visitors.

Procedure for Reviewing Fees and Charges

3. In addition to proposing fees and charges for financial year 2025-26, the Superintendent also proposes to document a procedure to guide NLOS's annual review of fees and charges that ensures consistency and transparency, as outlined below.
4. Officers will review the fees and charges at West Ham Park on an annual basis, with any changes to be implemented at the beginning of each financial year (1 April). Any further proposed amendments to fees and charges would be brought to committee during the year if and as needed.
5. Unless circumstances warrant otherwise, Officers will submit proposed fees and charges for the forthcoming financial year to the West Ham Park Committee for approval at that committee's final scheduled meeting of the financial year (4 February 2025 for financial year 2024-25).
6. Any approved changes to fees and charges will be implemented to take effect at the start of the forthcoming financial year on 1 April. Relevant updates to booking systems, websites, signage, and other places where fees and charges are communicated will also occur by 1 April.

Inflation

7. The rate of inflation in the preceding year regularly informs decisions on fees and charges. To ensure consistency, and in alignment with past practice, Officers will use the 12-month Retail Price Index (RPI) as reported by the Office of National Statistics to measure the rate of inflation.¹ To further ensure consistency of analysis, Officers propose to use the September 12-month rate each year in their review of fees and charges.
8. Although any changes to fees and charges would not occur until 1 April, it is necessary to use the September rate because this allows Officers sufficient time to: 1) complete fees and charges analyses, 2) develop recommendations on any proposed changes for the forthcoming financial year, and 3) ensure these processes are completed before this committee meets, which is also often months prior to the beginning of the financial year on 1 April. Officers also believe that it will allow sufficient time for the Office of National Statistics to public the September inflation rate following the conclusion of the month, which is often delayed by approximately one month.

Review of Fees and Charges

9. In reviewing the fees and charges and in developing a recommendation for the West Ham Park Committee, factors that Officers will consider include:
 - a. Inflation: The 12-month RPI rate of inflation as measured in September of the current year.
 - b. Financial position: The past, present, and future-projected financial position of the charity.
 - c. Benchmarks: Where available, benchmarked local rates for similar fees, charges, and services.
 - d. Service and charity needs: The specific needs of the charity and West Ham Park, including the need for investments, repairs, new and existing services and programmes, and staffing needs.
 - e. Other relevant factors as reported to this Committee.

Rounding

10. For administrative ease, the following rounding conventions will be observed when proposing fees and charges for adoption by the West Ham Park Committee:
 - a. Under £50: rounded to the nearest £0.10.
 - b. Between £50 and £100: rounded to the nearest £0.50.

¹ [RPI All Items: Percentage change over 12 months: Jan 1987=100 - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/indices/articles/12-month-rpi)

- c. Over £100: rounded to the nearest £1.00.

Benchmarking

11. When proposing fees and charges for other NLOS sites (Hampstead Heath, Highgate Wood, and Queen's Park), Officers perform benchmarking to similar local providers for those sites where it is possible. This helps ensure that fees and charges remain relevant and appropriate to local communities. Benchmarking of fees and charges at West Ham Park will also occur, where possible, in alignment with other NLOS sites.

Annual recommendations for committee

12. In communicating a recommendation to the West Ham Park Committee, Officers will:
 - a. Present the relevant fees and charges for the current fiscal year.
 - b. Present the proposed fees and charges for the forthcoming fiscal year, both before and after rounding as noted in paragraph 11.
 - c. Include a concise narrative of the underlying reasoning for the proposed fees and charges and note exceptions or items for specific consideration where applicable.
13. Officer recommendations on fees and charges will be for one fiscal year (1 April to 31 March) and will take effect on 1 April annually.

Proposed Fees and Charges for Financial Year 2025-26 (1 April 2025 – 31 March 2026)

14. Officers have given considerable thought to the fees and charges in West Ham Park. While raising additional revenue remains important and necessary to support delivery of the objectives of the Charity remains important, Officers also seek to ensure that the Charity continues to promote access to and the benefits of open spaces, the natural environment, and recreation, in line with its objects, by engaging with the local community to increase participation.
15. Accordingly, Officers propose to increase the majority of fees and charges only in line with the September 2024 RPI 12-month inflation rate of 2.7%, except for limited exceptions as noted in Appendix 1. This helps ensure that the Charity is taking appropriate measures given the impact of inflation on the Charity's expenses.
16. For reference, in 2023-24 an increase of 5% was adopted by the West Ham Park Committee (the rate of inflation was 9.2%). In 2024-25, an increase of

5% was again adopted by the Committee (the rate of inflation was broadly the same).

17. Officers have undertaken benchmarking to ensure charges remain in line with local providers (Appendix 2).
18. The proposed fees and charges continue to include concessionary rates, which offer a 40% discount on the standard adult charge, as indicated in Appendix 1. Officers believe that this concessionary rate is competitive and helps to further the Charity's objective to promote participation in formal and informal recreation and support health and wellbeing for West Ham Park visitors.

Annual passes

19. Following Officer review, there are three fees that are outdated and should be modernised:
 - a. Cricket net annual pass
 - b. Tennis annual pass (household)
 - c. Tennis annual pass (individual)
20. Annual cricket net pass: The current annual membership allows for advanced 10-day booking of the cricket nets (it is three days for non-members), plus five inclusive hours of the cricket nets per week. The five hours included with the low rate are a legacy promotion that was intended to increase use and participation of the nets some years ago, but that has errantly been carried forward and results in up to 260 hours (£4,654) of free use annually, to the financial detriment of the Charity and its ability to maintain and reinvest in its sports facilities, including the cricket nets. Officers propose to end the historical five free hours, which was intended to be temporary, but continue the annual membership to allow for advanced booking of the nets, similar to early booking membership options elsewhere.
21. In addition, to ensure that cricket nets remain accessible and fees are broadly similar across NLOS where appropriate, Officers propose that the hourly rate for cricket net rental is decreased to aligned with charges at other NLOS sites (£9.70 per hour). Officers also propose to introduce a concessionary rate with a 40% discount (£5.85), with the same applicability as concession rates at other NLOS sites.
22. Tennis annual pass (household): Similarly, the annual tennis pass for a household was a legacy promotion that needs modernisation and does not exist at any other NLOS site. The current pass allows for a household to

purchase an annual pass that includes up to four people for only £46.20, allowing court booking ten days in advance and also allowing four hours of play per week (156 hours per year) without paying the hourly court hire fee. This represents a value of up to £1,581 per year per pass at current rates, for a cost of only £46.20, costing the charity tens of thousands of pounds per annum. Officers propose to discontinue this legacy rate, as benchmarking has shown that the Borough of Newham also do not offer a household membership, and as noted above are proposing the introduction of a concessionary rate for hourly court hire.

23. Tennis annual pass (individual): Also similarly, the annual tennis pass for an individual was a legacy promotion to increase use and participation that needs modernisation and does not exist at any other NLOS site. The current pass allows for an individual to purchase an annual pass for only £34.70, allowing court booking ten days in advance and also allowing three hours of play per week (208 per year) without paying the hourly court hire fee. This represents a value of up to £1,186 per year per pass at current rates, for a cost of only £34.70. Officers propose to retain this membership but increase the charge to £35.70, consistent with other NLOS sites and still providing extremely good value, and also change the advance court booking from ten days to seven days in alignment with advance booking procedure at other NLOS sites. Officers do, however, propose to retain the three hours of play included in the membership rate, which benchmarking reveals is aligned to local offer of the Borough of Newham, whose courts are natural “competitors” of West Ham Park and given close proximity provide alternative playing venues. Officers anticipate that this will allow the tennis offer at West Ham Park to remain competitive and relevant and accessible for the local community, and also better align with NLOS policy where appropriate. This membership will be implemented on a 12-month basis and monitored for its impact by Officers. Similar to cricket nets, Officers propose that a concessionary rate is introduced for tennis, set at 40% of the existing rate (£4.60), to ensure accessibility for the local community and to encourage active recreation in alignment with the Charity’s objectives.

Memorial benches

24. Memorial benches have been available for purchase/sponsorship in West Ham Park for many years. In summary, the scheme allows individuals to fund the cost of a new bench, which covers the cost of purchase, installation, memorial inscription, and ten years of maintenance by Officers.
25. This programme currently has a waiting list and as a result has effectively been paused as a result. The programme has also not been reviewed in some time due to the impact of staff turnover, staffing shortages, and the

pandemic. In 2025, officers will review the existing memorial bench programme at West Ham Park - reviewing current bench sponsors, available records and waiting lists, and benchmarking costs at other open spaces. Offices will also review locations for placement of benches in West Ham Park and update existing data related to the assets within the existing memorial bench programme. Officers will submit a report on this exercise once completed.

26. In the intervening time before the review is completed and a report is prepared, Officers propose to continue the current rates. It is unlikely that a spot will arise.

Corporate & Strategic Implications

27. No implications.

Strategic implications

28. The proposed fees and charges directly support the West Ham Park Management Plan 2025 – 2035. This also contributes towards the achievement of the three strategic outcomes outlines in the City of London Corporate Plan 2024-29 and the four Natural Environment Strategies (2024-29).

Financial implications

29. The City's Financial Regulations require all Departments to recover full costs when setting charges to persons or external organisations or submit reasons to the appropriate service Committee when that objective is not met. It is therefore at the discretion of individual spending Committees to determine the actual level of fees and charges relative to the services they provide, after taking into account local considerations and priorities.

Resource implications

30. Officers are currently operating in an environment of significant resource constraint. Fees and charges are a critical means for West Ham Park Charity to retain and generate resources needed to deliver services and manage the Park.

Legal implications

31. West Ham Park Charity is a registered charity and the City of London Corporation is the corporate trustee. Members are reminded that any decision they take in respect of the Charity must be in the best interests of that Charity.
32. The objects of the West Ham Park Charity are to “for ever maintain and preserve the park in a proper and ornamental condition as open public grounds and gardens for the resort and recreation of adults and as a playground for children and youth”. Under section 76 of the Public Health Acts Amendment Act 1907 (as amended by section 56 of the Public Health Act 1925 and applied to West Ham Park by section 4 of the City of London (Various Powers) Act 1933) the City of London Corporation may expressly also:

- a. Set apart any part of West Ham Park for the purpose of any game or recreation, charge reasonable sums for its use and exclude the public from the part set apart while it is in actual use for that purpose.
- b. Provide any apparatus for games and recreations, and charge for their use, or let the right of providing any such apparatus to any person.
- c. Provide and maintain pavilions or other buildings and conveniences and charge for admission.

Risk implications

33. Risks are recorded in the West Ham Park Risk Register.

Equalities implications

34. Equalities implications have previously been considered in respect of the proposals included in this report. Providing consistency in charging (including the application of concessions) and decision making provides equality of opportunity to individuals and groups applying to use West Ham Park.

Climate implications

35. No implications.

Security implications

36. No implications.

Conclusion

37. West Ham Park continues to provide excellent value for money sports and recreational opportunities. The income generated through fees and charges contributes towards the cost of providing services and sports and recreational facilities, and to the significant cost of maintaining West Ham Park.

38. It is proposed that the majority of charges are increased by 2.7%, or increased otherwise as set out in Appendix 1, as noted herein.

Appendices

- Appendix 1: Proposed Fees and Charges (FY'2025-26)
- Appendix 2: Fees and Charges Benchmarking (FY'2025-26)

Background Papers

None

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Appendix 1
Proposed fees and charges for West Ham Park
FY'2025-2026 (1 April 2025 - 31 March 2026)

CRICKET	FY'2024-25	FY'2025-26	
	Current rate	2.7%	ROUNDED
7 games, plus use of 1 practice net, 1 evening per week, free use of dressing rooms	£ 856.00	£ 879.11	£ 879.00
7 games, plus use of 1 practice net, 1 evening per week, free use of dressing rooms (concession)	£ 513.50	£ 527.36	£ 527.00
Single match (day)	£ 146.00	£ 149.94	£ 150.00
Single match (day) (concession)	£ 86.10	£ 88.42	£ 88.00
Single match (4 hours)	£ 72.50	£ 74.46	£ 74.50
Single match (4 hours) (concession)	£ 43.10	£ 44.26	£ 44.50
Nets (per hour)	£ 17.90	£ 9.70	£ 9.70
Nets (per hour) (Concession)	N/A	£ 5.82	£ 5.85
Nets (annual membership)	£ 23.10	N/A	N/A

* Cricket net hourly rate lowered to align with other NLOS sites

** Concessionary cricket net hourly rate introduced

*** Cricket nets annual membership amended as noted in report

TENNIS	FY'2024-25	FY'2025-26	
	Current rate	2.7%	ROUNDED
Per hour (pay and play / rally)	£ 7.40	£ 7.60	£ 7.60
Per hour (pay and play / rally) (concession)	N/A	£ 4.56	£ 4.60
Coaching (various levels)	Set by coaches	Set by coaches	Set by coaches
Coaching (various levels) (concession)	Set by coaches	Set by coaches	Set by coaches
Tennis - Annual Pass (household)	£ 46.20	N/A	N/A
Tennis - Annual Pass (individual)	£ 34.70	£ 35.70	£ 35.70

* Concession rate added for tennis hourly hire

** Annual pass (household) discontinued as noted in report

*** Annual pass (individual) amended as noted in report

FOOTBALL	FY'2024-25	FY'2025-26	
	Current rate	2.7%	ROUNDED
Saturdays:15 games plus free use of dressing rooms	£ 636.50	£ 653.69	£ 654.00
Saturdays:15 games plus free use of dressing rooms (concession)	£ 381.00	£ 391.29	£ 391.00
Sunday: 15 games plus free use of dressing rooms	£ 926.00	£ 951.00	£ 951.00
Sunday: 15 games plus free use of dressing rooms (concession)	£ 555.50	£ 570.50	£ 571.00
Single match – Monday - Friday	£ 63.00	£ 64.70	£ 65.00
Single match – Monday - Friday (concession)	£ 37.80	£ 38.82	£ 39.00
Single match - Saturday	£ 80.90	£ 83.08	£ 83.00
Single match - Saturday (concession)	£ 43.10	£ 44.26	£ 44.00
Single match - Sunday	£ 97.70	£ 100.34	£ 100.00
Single match - Sunday (concession)	£ 48.30	£ 49.60	£ 50.00
Five-a-side	Price on application	Price on application	Price on application
Five-a-side (concession)	Price on application	Price on application	Price on application

MARKING OUT CHARGES	FY'2024-25	FY'2025-26	
	Current rate	2.7%	ROUNDED
Rounders – per pitch	£ 66.20	£ 67.99	£ 68.00
Rounders – per pitch (concession)	£ 26.30	£ 27.01	£ 27.00
Running track per day (400m)	Price on application	Price on application	Price on application
Running track per day (400m) (school concession)	£ 68.30	£ 70.14	£ 70.00
Running track per day (100m)	Price on application	Price on application	Price on application
Running track per day (100m) (school concession)	£ 25.20	£ 25.88	£ 26.00
School Sports day <100 attendees	Price on application	Price on application	Price on application
School Sports day <100 attendees (school concession)	£ 99.80	£ 102.49	£ 102.00
School Sports day < 500 attendees	Price on application	Price on application	Price on application
School Sports day < 500 attendees (school concession)	£ 138.00	£ 141.73	£ 142.00
School Sports day >500 attendee	Price on application	Price on application	Price on application
School Sports day >500 attendee	Price on application	Price on application	Price on application

CHANGING ROOMS	FY'2024-25	FY'2025-26	
	ROUNDED	ROUNDED	ROUNDED
Changing room fee for single match (incl cleaning)	£ 61.00	£ 61.50	£ 61.50

* Changing room rental increased only to £61.50 to align with other NLOS sites

LICENSED ACTIVITIES	FY'2024-25	FY'2025-26	
	Current rate		ROUNDED
Forest Schools	5% of advertised fees	5% of advertised fees	5% of advertised fees
Commercial guided walks and tours	N/A	10% of advertised fees	10% of advertised fees

*Commercial guided walks fee introduced to align with other NLOS sites

WEDDINGS & CIVIL CEREMONIES	FY'2024-25	FY'2025-26	
	Current rate	2.7%	ROUNDED
Monday - Thursday	N/A	Price on application	Price on application
Friday	N/A	Price on application	Price on application

BANDSTAND HIRE	FY'2024-25	FY'2025-26	
	Current rate	2.7%	ROUNDED
3-hour hire	£ 80.85	£ 74.00	£ 74.00
All day hire	£ 127.00	£ 116.00	£ 116.00
Additional hour	£ 11.55	£ 11.86	£ 11.90
Use of tables and chairs	£ 23.10	£ 23.72	£ 23.70

*Bandstand 3-hour and all day hire charge reduced to align with Hampstead Heath

COMPOUNDS	Current rate		ROUNDED
Daily charge for storage or placement of skips, scaffolding, etc. within a fenced area.	Price on Application	Price on Application	Price on Application

MEMORIAL BENCHES	FY'2024-25	FY'2025-26	
	Current rate		ROUNDED
Engraved bench	Cost	Cost	Cost

*The memorial bench programme is under review as noted in the Committee report.

LEGAL COSTS	FY'2024-25	FY'2025-26	
	Current rate		ROUNDED
Costs incurred to prepare agreements, contracts, licenses, etc.	N/A	Cost + 20% admin fee	Cost + 20% admin fee

OFFICER TIME FEE	FY'2024-25	FY'2025-26	
	Current rate		ROUNDED
Costs incurred for Officer time (1-hour min) when not already included in rate for user activity	N/A	Cost + 20% admin fee	Cost + 20% admin fee

EVENTS, FILMING, and PHOTOGRAPHY	FY'2024-25	FY'2025-26	
	Current rate	2.7%	ROUNDED
Application Fee - Community	£ 27.60	£ 27.60	£ 28.40
Application Fee - Commercial	£ 55.10	£ 55.10	£ 56.60
Electricity - Daily connection charge	£ 60.30	N/A	N/A
Electricity - Unit Charge	Unit Charge	Cost + 20% admin fee	Cost + 20% admin fee
Water - Daily connection charge	£ 60.30	N/A	N/A
Water - Unit Charge	Unit Charge	Cost + 20% admin fee	Cost + 20% admin fee
Waste & Recycling (Collection cost)	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee
Waste & Recycling (Disposal cost)	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee
Event Ground Hire Charge	Price on Application	Price on Application	Price on Application
Filming Ground Hire Charge	Price on Application	Price on Application	Price on Application
Photography Ground Hire Charge	Price on Application	Price on Application	Price on Application
Event/Filming/Photography Site Restoration Charge	Price on Application	Price on Application	Price on Application
Event/Filming/Photography Environmental Impact Charge	Price on Application	Price on Application	Price on Application
Traditional Fairs	5% increase	Price on Application	Price on Application
Filming / event base unit parking	Price on Application	Price on Application	Price on Application
Use of charity's non-sports equipment (euro bins, fencing, tables and chairs, etc.)	£ -	Price on Application	Price on Application
Damage deposit (when determined necessary)	£ -	Price on Application	Price on Application

*Electricity and water usage fees updated to reflect unit cost + 20% admin fee, rather than unit fee + daily connection fee

**Waste & Recycling costs modernised to reflect officer costs in performing service + 20% admin fee

FOOTBALL AND CRICKET	ORG NAME (owner -or- operator)	BOROUGH	POST CODE	ADULT (pitch rental)		JUNIOR (pitch rental)		NOTES	DATE CHECKED	LINK	
				PEAK	OFF PEAK	PEAK	OFF PEAK				
				Football							
Newham Leisure Centre	Newham Council	Newham	E13 8SD	£ 90.00	£ 50.00	£ 70.00	£ 35.00	11 a side, 90 minute booking, max people 32, 4 outdoor changing rooms	12/19/2024	Pitch bookings for football – Outdoors – Newham Council	
Newham Leisure Centre	Newham Council	Newham	E13 8SD	£ 40.00	£ 25.00	£ 32.00	£ 16.00	5 a side, 60 minute booking, max people 12, 2 outdoor changing rooms	12/19/2024	Pitch bookings for football – Outdoors – Newham Council	
Newham Leisure Centre	Newham Council	Newham	E13 8SD	£ 50.00	£ 37.50	£ 42.00	£ 29.50	Peak advance booking, 5 a side, max people 12, 60 minute booking, 2 outdoor changing rooms	12/19/2024	Pitch bookings for football – Outdoors – Newham Council	
Newham Leisure Centre	Newham Council	Newham	E13 8SD					49.05	7 a side 3G pitches, no. pitches 3, max people 14, an hour booking.	12/19/2024	Pitch bookings for football – Outdoors – Newham Council
Rokeby School		Newham	E16 4DD					79.00	5 a side, 3G astro turf, has changing rooms, an hour booking.	12/19/2024	Rokeby School, Newham Football Pitches Playfinder
Hackney Marshes	Better Leisure	Hackney	E9 5PF	£ 110.60	£ 86.70	£ 53.30	£ 44.30	Price for 11-Aside Bookings They also offer Senior 65+ Years Peak: £104.36 / Off-Peak: £81.78		https://www.better.org.uk/leisure-centre/london/hackney/hackney-marshes/prices	
Hackney Marshes	Better Leisure	Hackney	E9 5PF	£ 92.30	£ 74.15	£ 47.10	£ 41.00	Price for 9-Aside Grass Bookings They also offer Senior 65+ Bookings, Peak: £87.08 / Off-Peak: £69.96		https://www.better.org.uk/leisure-centre/london/hackney/hackney-marshes/prices	
Hackney Marshes	Better Leisure	Hackney	E9 5PF	£ 61.80	£ 58.30	£ 40.60	£ 31.45	Price for 7-Aside Grass Bookings Senior 65 Bookings, Peak: £75.37 / Off Peak: £58.30		https://www.better.org.uk/leisure-centre/london/hackney/hackney-marshes/prices	
Low Hall Sports Ground	Waltham Forest	Waltham Forest	E17 8AX					55.01	This is for 90 minutes on a grass pitch on the weekdays.		Low Hall Sports Ground, Waltham Forest Football Pitches Playfinder
Wanstead Flats Playing Field	City of London Corporation	Redbridge	E12 5HH	Weekday- £50, Saturday- £66 & Sunday- £73					Has 11 a side and 7 a side grass pitches for the same price.		Wanstead Flats Playing Fields (Aldersbrook Road), City of London Football Pitches Playfinder

Cricket											
Parmiter Sports Ground				£132/£152							
Douglas Eyre Sports Centre	London Playing Fields Foundation	Waltham Forest	E17 7HE					185.00	1 X Cricket Pitch Available Car Parking is Available Hall With Bar/catering facilities available	Dec-24	Douglas Eyre Sports Centre - London Playing Fields Foundation Foundation
Peter May Sports Centre	London Playing Fields Foundation	Waltham Forest	E17 4HR					205.00	4 Cricket Pitches Available Car Parking Available £205 Price is available for 10 Match Block Booking	Dec-24	Peter May Sports Centre - London Playing Fields Foundation Foundation
Greenwich Park	The Royal Park	Greenwich	SE10 8QY					150.00	The Price for a Weekend Match starting at 12pm Weekday matches cost £138		
Avery Hill Park	Royal Borough of Greenwich	Greenwich	SE9	£ 113.00	£ 96.00	N/A			Peak Matches = Weekend		https://www.royalgreenwich.gov.uk/info/200229/sport_an
Hainault Recreation Ground	Vision Redbridge Culture and Leisure	Redbridge	IG6 3HX					197.00	Changing Room Available		Hainault Recreation Ground • Vision RCL
Wanstead & Snaresbrook CC	Wanstead and Snaresbrook CC	Redbridge	E11 2JA					350.00	Changing Room and Showers Available		Wanstead and Snaresbrook Cricket Club Location
Sylvestrian Leisure Centre	Forest School	Waltham Forest	E17 3PY					100.00	Hourly Rate		Facilities Gym in naresbrook Sylvestrian Leisure School
Walthamshow Cricket Club	Walthamstow Cricket, Tennis and Squash Club	Waltham Forest	E17 3QN					£250 - £350	Changing Room, Showers and Bar facility available. Price will depend on the day booked.		https://www.wctsc.org.uk/management
London Benchmarking Sheet - 2024 - 2025	Tower Hamlets Council	Tower Hamlets	N/A					168.00	£ 88.70	Information gathered from Parks for London Spreadsheet	
Hilly Fields	Lewisham Council	Lewisham Council	SE14 1YP	£ 120.00	£ 60.00			60.00	Toilets and Changing Rooms available Off Peak Price = Monday to Friday Daytime or Evenings Peak = Full Day Same Price across other venues such as Mayow Park		https://lewisham.gov.uk/inmyarea/sport/facilities/hiring-sports-facilities-and-venues#cricket
Cricket (net hire)											
Leyton Sports Ground	Waltham Forest	Waltham Forest						16.00			Leyton Sports Ground, Waltham Forest Cricket Facilities P
Victoria Park	Tower Hamlets Council	Tower Hamlets	E9 5DY					Free	First come first served		https://www.towerhamlets.gov.uk/ign/leisure_and_culture/parks_and_open_spaces/victoria_park/leisure.aspx
Sylvestrian Leisure Centre	Forest School	Waltham Forest						24.00	Per Hour If Stumps are required, a £10 cash deposit is require at the reception		https://www.playfinder.com/london/venue/sylvestrian-leisure-centre/cricket-nets-33515
Little Ilford Park	Little Ilford Cricket Ground	Newham	E12 5NG					13.00	hourly rate Available to be booked by non members		https://ilford.hitscricket.com/pages/page_37155/Cricket-Nets.aspx

ORG NAME (owner -or- operator)	BOROUGH	POST CODE	SEASON TICKETS (MEMBER) Single play prices				SEASON TICKETS (NON-MEMBER) Single play price				SEASON TICKET / PASS cost of pass				NOTES	DATE CHECKED	LINK			
			Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession						
Hackney Tennis	Hackney	E5 0AR	N/A				£	4.90	£ 3.65	N/A			N/A				Hourly rate 4 Porous Macadam Courts (None Floodlit) Junior's cannot be booked online (have to email in) Required to sign up for Clubspark	7-Jan	https://www.hackneytennis.co.uk/booking/millfields/	
Senior Tennis (Tower Hamlets)	Tower Hamlets	E9 5HT	N/A				£6 (Peak) £4 (Off-Peak)	£	2.00			N/A				Hourly Rate Maximum 1 or 2 consecutive hours can be booked. 4 Porous Macadam Courts Hitting/Practice Wall	7-Jan	https://www.towerhamletstennis.org.uk/victoria-park https://tennistowerhamlets.com/book/courts/victoria-park		
Newham Council	Newham	E15 4PT	£	-			£	6.00			£35 (Annual) £4 (Monthly) £10 (Monthly/Premium)				Newham offer 2 memberships 1) Play Pass which allows members to play across all 9 venues and this can be paid for on an Annual basis (£35) or monthly (£4). 2) The Club Pass (Premium) allows members to play across all 9 venues but members can book up to 14 days in advance, access to weekly social sessions. 6- All weather tennis Courts (Floodlit times cost £10) £35 flat fee for annual individual membership that allows free play at 7 of nine facilities. The two other courts (Stratford and Lyle) require £1 due to high demand and proliferation of booking but no-shows. Newham does not have a household annual pass.	7-Jan	https://stratford.newhamparkstennis.org.uk/			
Royal Borough of Greenwich	Greenwich	SE18 7QR	N/A				£	3.00			£	30.00			Hourly Rate (Single Play Price) Royal Greenwich Residents can purchase an annual tennis pass membership for their household for £30 which allows members to use any tennis venue under Royal Greenwich's responsibility except Blackheath Chesterfield Walk Each Week 30% of the park court time will be available free of charge. 3 Tarmac Macadam Tennis Courts	7-Jan	https://www.royalgreenwich.gov.uk/info/200229/sport_and_physical_activity/1660/book_a_tennis_court https://clubspark.lta.org.uk/PlumsteadCommon			
Waltham Forest Council	Waltham Forest	E10 6HT	N/A				£	5.40			£	35.00			Hourly Rate (Single Play Price) Membership allows members to play at all courts under the councils control. They also offer a family membership worth £50 4 Tarmac Courts	7-Jan	https://playtenniswalthamforest.com/			
Vision Redbridge Culture and Leisure	Redbridge	E6 2PB	N/A				£0 - £5			N/A				Monday - Friday up to 12 Noon : Free Monday - Friday 12-5pm - £2.50 Monday - Friday 5pm to closing & Weekends - £5 1 Tennis Court Available Car parking is available	7-Jan	https://clubspark.lta.org.uk/BarkingsideRec https://visioncl.org.uk/parks-outdoor-spaces/tennis/				
Barking & Dagenham Park Tennis	Barking & Dagenham	IG11 8TA	N/A				£	4.00			N/A				£9 (Monthly) £40 (Annual) £4 (Monthly)	£9 - CLUB Pass - Free bookings to all 5 Tennis Venues and exclusive access to Social Sessions. Can book up to 14 days in advance. £40 Play Pass - Access to all 5 Venues in the borough, and allows members to book up to 10 day in advance.	7-Jan	https://clubspark.lta.org.uk/TennisinBarkingDagenham/Membership/Join		
Aldersbrook Lawn Tennis Club	Redbridge	E11 3RH	Free (included in membership)				£	8.50			£	70.00	£	50.00	£10.00 - £25.00	£	35.00	Juniors Players are split by Age: MINI - 9 years or younger: £10.00 Junior 10-13 years: £20 Youth 14-17 Years: £25 6 Floodlit All Weather Macadam Courts and 1 mini red court Tennis Pavillion with a kitchen, changing rooms, showers, TV and fully licensed Bar. Floodlights are controlled as part of booking and charge £2.50 per 30mins	7-Jan	https://clubspark.lta.org.uk/AldersbrookLawnTennisClub/Booking/BookByDate#?date=2025-01-07&role=guest
Linkside Lawn Tennis Club	Redbridge	E11 2LW	Free (Included in Membership)				£	5.00			£	294.00	£	220.50	£10.00 - £94.50	£	147.00	Junior Memberships= Youth 16/18 £94.50 Junior 9/15 £68.25 Early Years 5/8 £23.00 Tots 3/4 £10 All memberships are paid annually Linkside also offer Family Memberships: 1 adult & up to 4 under 19s £367.50 2 adults & up to 4 under 19s £614.25 7 Outdoor courts: 5 Floodlit artificial grass courts, 2 floodlight artificial clay courts. Bar, Changing room and shower facilities available	7-Jan	http://www.linksidetennis.co.uk/

City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 6 February 2025
Subject: West Ham Park Management Plan (2025 – 2035)	Public report: For Decision
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	-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 Environment
Report author:	Bill LoSasso Assistant Director (Superintendent), North London Open Spaces

Summary

This report provides Members with the final version of the West Ham Park Management Plan (2025 – 2035), subject to final layout. The plan incorporates the comments made by Members at the meeting of 10 December 2024. It also incorporates comments received out of committee to the extent feasible, as summarised herein.

Recommendation

Members are asked to:

- Approve the West Ham Park Management Plan (2025-2035) as attached in Appendix 1, subject to final layout.

Main Report

Background

1. At the meeting of 10 December 2024, Officers presented a draft of the West Ham Park Management Plan (2025 – 2035) in near-final form, subject to final comments of Officers and this Committee and formal layout of the document for publication in alignment with relevant standards.
2. At that meeting, Members provided comments for inclusion into the Plan, which Officers have incorporated. In addition, Officers received additional comments out of Committee, the majority of which were also incorporated into the current document.
3. In summary, the incorporated comments include
 - a. Reference to Newham Local Plan in relation to green networks and proposal to seek Borough status for SINC
 - b. Commitment to submit for Green Heritage Award in 2025
 - c. Stronger referencing of heritage status of Park and assets
 - d. Referencing to buildings in the Park was increased, though much of this lies outside the scope of the management plan
 - e. Cross referencing to the City Corporation's Biodiversity Action Plan and species of note
 - f. Amendments to the action plan to remove repetition of actions and additional commitments.
4. Comments that were unable to be incorporated into the plan are noted below, with reasoning from Officers.
 - a. A summary of the Conservation Management Plan's (CMP) Action Plan and specific plans from the CMP. This was not included because some plans in the CMP are now out of date, though the Management Plan now includes a commitment to update them. In addition, the character area mapping relates principally to historic character and does not necessarily reflect management compartments and practice. It was felt that cross referencing to the CMP was more appropriate. The Management Plan does, however, include extensive cross-referencing to the CMP, which was deemed to be more appropriate. In addition, the management plans

have been developed at an agreed high-level and public facing format and developed consistently across NLOS.

- b. Reference to Pollinating London Together. After review, it is understood that this initiative relates primarily to the Square Mile. At this stage, there are no direct links to initiatives in West Ham Park, although much of the work and management in the Park is consistent with the objectives of Pollinating London Together and Officers will continue to monitor its work.
5. Officers now submit the West Ham Park Management Plan (2025 - 2035), amended as noted above, for Committee approval. What remains to be completed is the final layout of the document, which will occur in the coming weeks and will not result in any substantive change to the document.

Corporate & Strategic Implications

Strategic implications

6. The West Ham Park Management Plan (2025 – 2035) establishes the strategic direction of the management of West Ham Park, with alignment to the City Corporation Corporate Plan (2024 – 2029), Natural Environment Strategies (2024 – 2029), and other strategic documents where possible and consistent with the charitable objects of West Ham Park Charity.

Financial implications

7. None from this plan. Future projects and initiatives in furtherance of the plans will have to be delivered in alignment with funding constraints.

Resource implications

8. Delivery of the management plans will have to be delivered in alignment with funding constraints.

Legal implications

9. West Ham Park is a registered charity (Charity Number 206948), of which the City of London Corporation is the trustee. The City Corporation, as trustee, is responsible for ensuring that the charity fulfils its charitable purpose, which in summary is: “the maintenance of West Ham Park as open public grounds and gardens for the resort and recreation of adults and as playgrounds for youth and

children". Upon approval and implementation, the management plan will assist the trustee in discharging this duty in accordance with the Charity's objectives.

Charity implications

10. As noted above, West Ham Park is a registered charity. Charity Law obliges Members to ensure that the decisions they take in relation to a charity are taken in the best interests of that charity.

Risk implications

11. Risks are identified, regularly reviewed, and managed through the West Ham Park Risk Registers.

Equalities implications

12. Inclusion is specifically incorporated into the management plan, with actions for officers to ensure and increase access and participation at West Ham Park.

Climate implications

13. The management plans were developed in consideration of the City Corporation's Climate Action Strategy.

Security implications

14. Risks are identified, regularly reviewed, and managed through the West Ham Park Risk Register.

Conclusion

15. The West Ham Park Management Plan has been updated, in consultation as noted herein. The plan is now in near-final form, and authority is sought for the Superintendent, in consultation with the Chair and Deputy Chair, to finalise and publish the document.

Appendices

- Appendix 1: West Ham Park Management Plan (2025 - 2035)

Report author

Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

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West Ham Park

Registered Charity

2025 - 2035

Management Plan

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Foreword

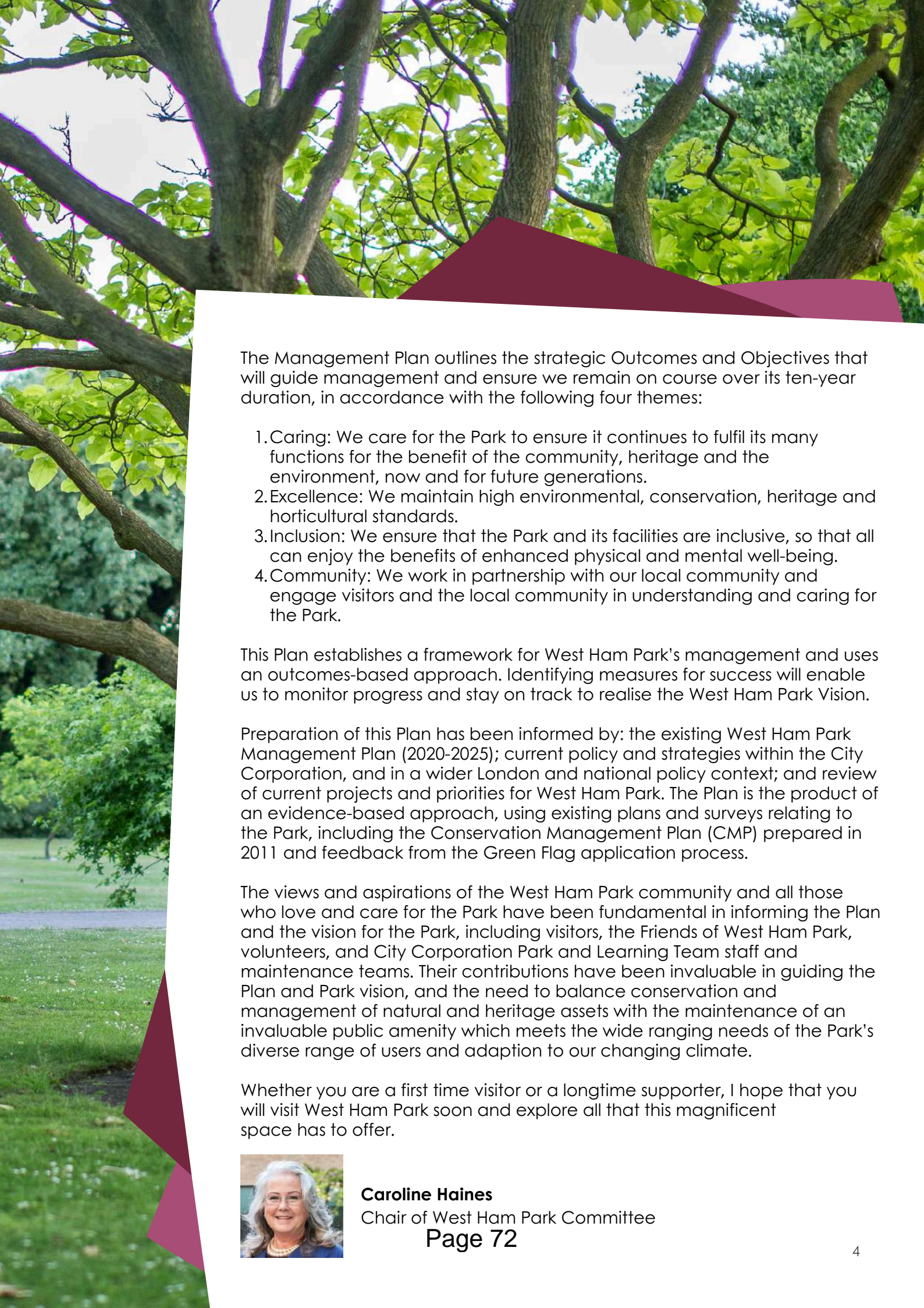
West Ham Park is an incredible urban green space – a place for people, wildlife, and heritage, and a testament to the forward thinking of our forebears in the creation of natural public spaces across London. The 150th anniversary of the Park's creation was recently celebrated in 2024. This incredible milestone served as a celebration of all the Park has provided for so many since 1874, as well as a reaffirmation of the City of London Corporation's commitment to the Park, its surrounding community, and natural environment in Newham and across London.

This Management Plan states our commitment to realising our vision to protect and conserve West Ham Park to ensure it continues to enrich the lives of current and future generations.

The Plan aligns with the City of London Corporation's Corporate Plan (2024-2029), which provides a framework with six strategic outcomes, to guide our efforts over the next five years, and the . This Plan will be integrated at every level of our work, serving as the 'golden thread' that connects all activities across the organisation. Additionally, it supports the City Corporation's broader goals of contributing to a flourishing society, shaping exceptional environments, and fostering a thriving economy.

The themes, objectives and actions set out in this Management Plan also contribute to overarching City Corporation strategies to address climate change and the management of all aspects of the natural environment within the City Corporation's North London Open Spaces, including Natural Environment Strategies for nature conservation and resilience, recreation and access, community engagement, and culture, heritage and learning.

This Management Plan is also being prepared in the context of a corporate review of the challenges facing our Natural Environment Charities to be completed in 2025. A key objective of the review is to look at opportunities to enable the charities to become more financially independent and provide a more secure and sustainable funding model for the future.



The Management Plan outlines the strategic Outcomes and Objectives that will guide management and ensure we remain on course over its ten-year duration, in accordance with the following four themes:

1. **Caring:** We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.
2. **Excellence:** We maintain high environmental, conservation, heritage and horticultural standards.
3. **Inclusion:** We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.
4. **Community:** We work in partnership with our local community and engage visitors and the local community in understanding and caring for the Park.

This Plan establishes a framework for West Ham Park's management and uses an outcomes-based approach. Identifying measures for success will enable us to monitor progress and stay on track to realise the West Ham Park Vision.

Preparation of this Plan has been informed by: the existing West Ham Park Management Plan (2020-2025); current policy and strategies within the City Corporation, and in a wider London and national policy context; and review of current projects and priorities for West Ham Park. The Plan is the product of an evidence-based approach, using existing plans and surveys relating to the Park, including the Conservation Management Plan (CMP) prepared in 2011 and feedback from the Green Flag application process.

The views and aspirations of the West Ham Park community and all those who love and care for the Park have been fundamental in informing the Plan and the vision for the Park, including visitors, the Friends of West Ham Park, volunteers, and City Corporation Park and Learning Team staff and maintenance teams. Their contributions have been invaluable in guiding the Plan and Park vision, and the need to balance conservation and management of natural and heritage assets with the maintenance of an invaluable public amenity which meets the wide ranging needs of the Park's diverse range of users and adaption to our changing climate.

Whether you are a first time visitor or a longtime supporter, I hope that you will visit West Ham Park soon and explore all that this magnificent space has to offer.



Caroline Haines

Chair of West Ham Park Committee

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Introduction and Purpose of the Plan

West Ham Park is a 31-hectare (77-acre) public park situated in the London Borough of Newham in East London. As such, it is Newham's largest park. It was conveyed to the City of London Corporation ("City Corporation") in 1874 from the Gurney family on condition that the City Corporation maintains the majority of the site forever 'as open public grounds and gardens for the resort and recreation of adults and as playgrounds for children and youth'. West Ham Park is a registered charity (No. 206948), and the City Corporation is its sole trustee. The primary governing document for the West Ham Park charity, which sets out its objects, is the original conveyance dated 20 July 1874 (as amended by Charity Commission schemes and trustee's resolution).

Today, West Ham Park is a Grade II Listed Victorian style urban park which attracts over 1 million visits a year and offers a valuable green space with a wide range of features and facilities. The Park is located in the London Borough of Newham where access to both private and public open space is at a premium. The Park plays a vital role to the local community, providing a safe and accessible open space, acting in effect as a back garden for many local residents, and also as a focus for community celebrations and events such as Eid and the annual Newham's Biggest Leaf Pile event. The Park is also a designated Site of Local Importance for Nature Conservation. In July 2024, the Park celebrated its 150th anniversary as a public park, with a range of community events to coincide with the original opening of the Park on 20 July 1874.

The key purposes of the Plan are to:

- Inform stakeholders, users and visitors about the Park and the aims and objectives of management to achieve the Park vision and to safeguard its assets, contribute to wider City Corporation strategies and policies and maintain the Park's annual, well deserved Green Flag award;
- Guide management and maintenance by: describing the Park's assets, features and facilities and their significance, the aims and objectives for their management (set out below); and by setting out the management structures and resources for Park maintenance;
- Support applications to Green Flag and Green Flag Heritage and other initiatives, such as grant funding applications for facilities provision, improvement or heritage and wildlife conservation.



Structure of the Management Plan

The Plan is set out under six main headings:

Management context – a summary of the existing plans and wider strategies which will inform this Plan

Description of West Ham Park and its assets, facilities, attributes, heritage significance and contribution to amenity, recreation, biodiversity, heritage and community benefits; visit numbers and customer survey feedback

Green Flag and Green Flag Heritage awards and feedback

Community Engagement feedback

Vision for the Park, including aims, objectives and outcomes

Management structure - sets out the role of the City Corporation and West Ham Park charity in management of the site, the committees and consultation groups that help guide management, and the volunteer groups that make West Ham Park a success.

Management Objectives and Outputs set out by Green Flag criteria

Monitoring and Review- describes how progress will be assessed and recorded and key milestones at which this progress will be reviewed.



Management Context

The first part of the management framework for the Park is the Conservation Management Plan (CMP), which is the overarching policy document that seeks to guide the enhancement and development of new projects whilst ensuring conservation of the Park as a resource to be enjoyed by present and future generations. The CMP is now 14 years old, but the description of the significance of the Park and many of the overarching policies and actions remain relevant. A number of the actions identified in the CMP have now been wholly or partially implemented. This Management Plan re-visits these actions (see Section 5) and incorporates a number of those remaining actions in the delivery of the vision in Section 10.

The Management Plan identifies priority projects for development over a 10-year period and ensures their delivery in line with the objectives of the Park Vision. The Plan is supported by a detailed rolling Five-year Business Plan, which sets out specific projects for delivery within the Plan lifetime, and an Annual Work Plan that sets out cyclical works for the ongoing maintenance of the Park, including regular, year-round and seasonal tasks and allocation of management responsibility.

This ten-year Plan is set within and aligns with the wider City Corporation corporate structure and overall aims and objectives. Key among these are the new Corporate Plan (2024-2029), the Natural Environment Strategies (2024-2029), and the Climate Action Strategy (2020-2027), which set out the City Corporation's strategic approach to our managed open spaces, assets, and activities.

The 'golden thread' directly links the outcomes in this Plan to the City of London Corporate Plan (2024-2029) and the City Corporation Environment Department Business Plan.

The previous five-year Management Plan ran from 2020-2025. This Plan looks forward over the period to 2035, drawing on the vision and objectives, themes and policies set out in the 2020-2025 Management Plan and wider City Corporation strategies, considering progress made in projects identified in previous Plans and identifying and prioritising the outcomes for the next ten years. The ten-year period provides a longer-term framework appropriate to the achievement of wider strategic City Corporation aims, and to the delivery of Park-based projects over a longer time scale, for instance those related to climate resilience and carbon sequestration. The Plan will be subject to a five-year review to monitor progress in the delivery of the Park vision.

The extent to which the outcomes and objectives in this Plan can be realised is dependent on the prioritisation of resources and allocation of funding, and will also be responsive to the changing environmental, social and economic climate. The ambitions set out in this Plan will ensure we are well placed to face the challenges over the next ten years.

The Covid pandemic has changed our perception and understanding of the value of parks and open spaces to the health and well-being of local people. This is of particular importance in Newham, where access to private and public space is at such a premium. Fortunately more and more people are now regularly enjoying the benefits of parks and open spaces, which does bring with it added pressure to conserve and enhance the natural fabric of assets such as West Ham Park.

Management Context continued..

The West Ham Park Conservation Management Plan (CMP) prepared in 2011 offers a comprehensive analysis of the Park's history and significance. The CMP continues to inform management of the Park, including current and future project proposals and funding applications, repair and conservation works, long term management and maintenance strategies and applications for Green Flag and Green Heritage status. This Management Plan has been prepared within the context of the CMP to ensure that future management and maintenance continues to conserve and interpret the Park's heritage significance and historic fabric.

The West Ham Park Management Team, the Natural Environment Division Learning Team, and the Superintendent of North London Open Spaces have been actively involved in the preparation of this Management Plan.

The Plan also draws on feedback from the Green Flag assessment process, which highlights areas in which the Park is delivering well, as well as aspects requiring improvement, and on public feedback from the West Ham Park Old Nursery Site Engagement Report (make:good, 2024). Key points from this report are included later in the Plan.

Preparation of the Plan has also been informed by consultation with key stakeholders, including NLOS staff and Park Management and Learning Teams and the Friends of West Ham Park.

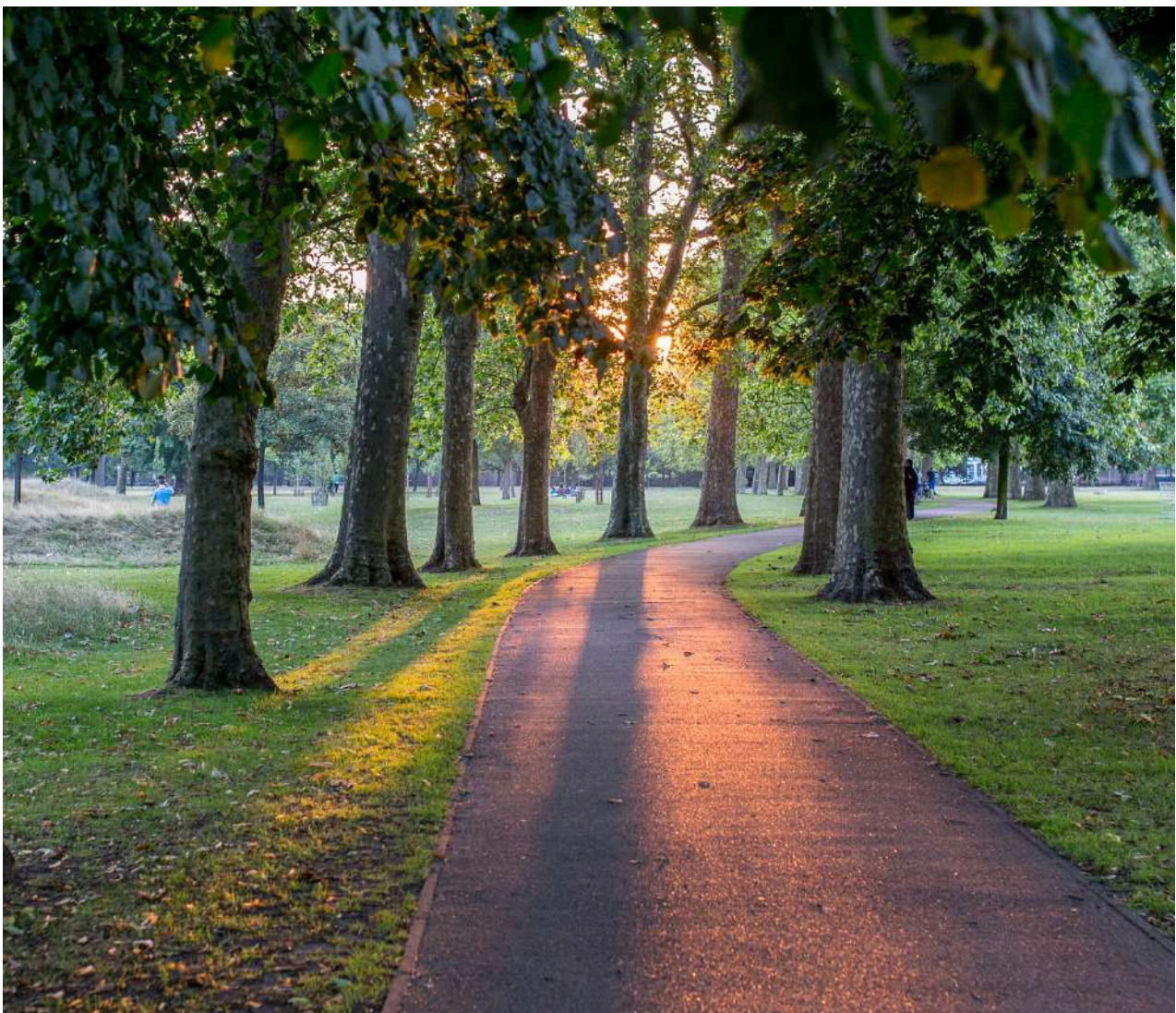


Policy Context

West Ham Park is held by the Mayor and Commonalty and Citizens of the City of London (also referred to as 'the City of London Corporation') in its capacity as trustee of the West Ham Park Charity (registration number 206948).

This Management Plan is set within the context of the governing documents of the West Ham Park Charity, as well as City Corporation policy and strategies which provide the framework for the delivery of the City Corporation's overarching aims and priorities. These policies and strategies are informed by the City of London Corporation's Corporate Plan, which sets out the vision and strategic outcomes relevant to all of its work. Within this context, the City Corporation has developed targeted strategies to address key issues of climate change and management of the natural environment to enhance future resilience of its open spaces and the wide-ranging benefits they deliver for nature conservation and the community.

Wider London strategies provide additional context for the Site's Sites of Importance for Nature Conservation (SINC) status and nature conservation significance. The Greater London Authority (GLA) is currently preparing a Local Nature Recovery Strategy which will set out priorities for nature recovery across London as part of a linked biodiversity network.



London Borough of Newham Draft Submission Local Plan (Regulation 19)

A new Local Plan is in preparation by the London Borough of Newham. The Plan's objectives and policies include a focus on access for communities to a high quality green space network, improvements to health and well-being through access to green space, sport and recreation, enhancements to biodiversity, climate change mitigation, and the protection of heritage assets.

The Park's facilities and special qualities are invaluable in their contribution to achieving these goals within the Borough as a whole. The management recommendations set out in this Plan will ensure that these areas of focus are protected and enhanced, and that the Park continues to fulfil key functions for community, nature conservation and heritage as part of the vision for the wider Borough.

City of London Corporate Plan (2024-2029)

The Corporate Plan is a tool to guide thinking, planning, decision-making and evaluation across the City Corporation and sets out the strategic outcomes to be delivered across the organisation over the period covered by the Plan. The Corporate Plan is a framework containing six strategic outcomes (see overleaf), which are embedded at all levels of work and form the 'golden thread' across the organisation.



The inclusion of a specific outcome relating to Flourishing Public Spaces emphasises the importance attached to these areas to delivery of the wider strategic aims of the City Corporation.

This Management Plan will guide the management of West Ham Park to safeguard and enhance its role in the delivery of these outcomes, with particular reference to its contribution to community, environmental sustainability, and the provision of flourishing public spaces.

Natural Environment Strategies (2024-2029)

The four Natural Environment Strategies align with the Corporate Plan and set out the City Corporation's strategic approach to managed open spaces, assets and activities. The Strategies cover four key areas which will inform the future management of all North London Open Spaces and other sites within the City Corporation's portfolio: Nature Conservation and Resilience; Access and Recreation; Culture, Heritage and Learning; and Community Engagement.

The Strategies describe our objectives for the natural environment and the measures by which we will assess our performance against these objectives. They will also inform our business plans and management plans and set out how our activities will align with corporate priorities and policies. This Plan has been prepared within this wider context to ensure that Queen's Park remains a key contributor to the delivery of the four Strategies



City of London Climate Action Strategy (2020-2027)

This Strategy sets out the City Corporation's climate action commitments within the Square Mile and across all the City Corporation's wider assets, including open spaces.

The City Corporation will make major investments to achieve the following:

- Net zero by 2027 in the City Corporation's operations
- Net zero by 2040 across the City Corporation's full value chain
- Net zero by 2040 in the Square Mile
- Climate resilience in our buildings, public spaces and infrastructure

Among the key areas for investment, the Strategy highlights:

- Enhancing carbon removal in our open spaces
- Protecting our shared natural resources
- Integrating climate considerations into all our decisions

The City Corporation's parks and open spaces are central to the delivery of Net Zero by 2027. They are estimated to currently remove 16,000 tonnes of CO₂ per year. This is equivalent to 40% of the City Corporation's scope 1 and 2 emissions.

This Management Plan aligns with the aims of the Climate Action Strategy. The management aims and priorities for West Ham Park align with and will support the climate action commitments which are of particular relevance to the management of open spaces.

Natural Capital

In January 2024, the Park was part of a wider baseline natural capital assessment of the City Corporation's open spaces to map natural capital assets (including biodiversity and carbon sequestration), to estimate their net natural capital value and to make recommendations for enhancing ecosystem service provision and biodiversity.

The findings highlight the value of the North London Open Spaces and the wider portfolio of City Corporation sites, including West Ham Park:

The main habitat types in West Ham Park are parkland, modified grassland and built up areas. Other significant habitat types across this site are broadleaved woodland and garden areas. The remaining areas of this site are scrub and semi-natural grassland.

Carbon sequestration and water flow regulation capacity of the site is moderate, with pockets of high sequestration where the broadleaved woodland is located. Although a good deal of the site has some tree cover, the open nature of the parkland means that the provision of air pollution, noise and local climate regulation is quite low. Timber production is moderate where woodland occurs and food production capacity is low. Pollinator visitation for both spring and summer is moderate for this site.

There are built up areas all around the site, and demand for air purification and noise regulation is high where the A114 passes the site. Demand for accessible nature is high, especially to the east of the site.

The net natural capital asset value of West Ham Park is estimated to be £263.9 million over 50 years. The site delivers a benefit to cost ratio of 117, which means that every £1 spent on maintenance delivers £11.70 in benefits.

Recommendations for enhancement include:

The planned expansion and improvement of semi-natural grassland (wildflower meadows) and woodland areas (woodland, hedgerow and fruit trees) is designed to enhance biodiversity. However, it will also enhance the capacity of the site to store and sequester more carbon, regulate air pollution noise and climate, and will increase food production capacity, timber and woodfuel production, water flow and quality regulation and pollinator visitation rates. This will provide important public benefits, going some way to meeting the demand from the settlements around the site. The creation of a forest school will improve the recreation and health value of the site. As the grassland and woodland areas are improved and expanded, it would be good to place woodland at the edges of the site nearest to the residential areas and roads as this will provide air pollution regulation and noise regulation benefits where they are needed most, this may also enhance the amenity value of the site. Wildflower meadows created where the modified (amenity) grassland is currently located would increase the service provision further.

The management recommendations set out in this Plan embrace West Ham Park's critical function in contributing the key benefits delivered by these open spaces including biodiversity, carbon sequestration and health and well-being benefits.


The Park Management Team is currently identifying opportunities to contribute to the City Corporation Climate Adaption Action Plan.

About West Ham Park

West Ham Park is a 31-hectare (77-acre) public park situated in the London Borough of Newham in East London. It was conveyed to the City of London in 1874 from the Gurney family on condition that the City Corporation maintain the majority of the site forever 'as open public grounds and gardens for the resort and recreation of adults and as playgrounds for children and youth'. Today, it is a Victorian style urban park that contains a wide range of facilities and provides a safe and attractive environment attracting over 1 million visits a year.

The Park was laid out in 1874 to a Victorian style that remains to this day. A design plan of 1873 was never implemented, and the development of the paths and other infrastructure has happened in response to user needs. The magic of the Park lies in the beauty and tranquillity of its gardens and trees, its rich flora and fauna, the opportunities to engage in a wide range of sports, learning, play and quiet recreation and its proximity and accessibility to millions of people with limited access to private gardens and other open space.

The CMP identifies five principal character areas: the (ornamental) gardens; the Park core and playground; the wider parkland and sports pitches; the site of the former nursery in the north-eastern corner of the Park (currently not publicly accessible) and an area known as the Cedars, now the location for the the Army Reserves and is not accessible or managed directly by City Corporation. These Character Areas continue to inform how the Park is managed.



The Park continues to offer a wide range of facilities and experiences for visitors from the extensive open parklands for sports and recreation to the ornamental gardens which include the rock garden, iris garden, annual bedding displays, rose garden, herbaceous border, heather bed, acer bed, rhododendron beds, a bog garden, variety of specimen trees and a collection of New Zealand plants. The National Plant Collections of *Trachelospermum* and *Liquidambar* are also contained within the Park. Since 2020, we have created the Wildlife Extension Garden and extended the areas of meadow grassland throughout the Park. The refurbished playground was reopened in August 2022. Sports facilities include tennis courts, pitches, including a formal football pitch, informal all-weather surface pitches, cricket square, and an outdoor gym. The bandstand is used for events and can also be rented for private use in alignment with applicable events policies. The Park also includes an area dedicated to community allotments. There are toilet facilities near the Park Office and next to the playground. There are also changing rooms close to the sports pitches in the northern part of the Park.

The Park has no café but there are aspirations for it to again be served by a mobile refreshment service. The CMP proposed that the Park Office could be adapted to provide such a facility, but this building is now fully occupied. The lack of a café or community hub within the Park remains an aspect which is under review.

The governing documents for the West Ham Park charity provide for the majority of the land that was conveyed to the City Corporation in 1874 to be maintained as open public grounds and gardens. They also permit the development of a relatively small area to help fund the management and maintenance of the open public grounds and gardens, or enhance the enjoyment of the Park. These areas include the former nursery site in the northeast of the Park, which previously provided bedding, cut flowers and other plants to the City Corporation and other organisations such as the Royal Parks for parks and formal events, but closed in 2016. This area currently provides a storage area for the grounds team, but there is no public access. Following relevant decisions taken by the West Ham Park Committee, the City Corporation, has been engaging with the public on the potential future uses of the former nursery site. The background to the project and outcomes of this public engagement are set out in the consultation information (2) and West Ham Park Old Nursery Site Engagement Report (3: make:good, 2024). The future uses of this area remain under consideration.

A full list of buildings within the Park, which includes eight staff lodges, is set out in the CMP (Section 3.13). These are primarily the responsibility of the City Corporation Surveyors Department and are outside the scope of this Management Plan. However, reference will be made to buildings where relevant for the purposes of this Plan.

2: <https://make-good.com/wp-content/uploads/2024/07/202-WHP-July-Sharing-Exhibition-Boards-240710.pdf>.

3: West Ham Park Old Nursery Site: Engagement report (make:good, 2024).

West Ham Park 150th Anniversary

In 2024, West Ham Park celebrated an important milestone – its 150th anniversary as a public park managed by the City of London Corporation.

The Park opened in July 1874 following the transfer of the grounds of Ham House (demolished 1872) by the philanthropic Gurney family to the City Corporation to enable the creation of a public green space.

To celebrate the anniversary, a programme of events was devised in partnership with the Friends of West Ham Park, culminating in a weekend of activities on 20 and 21 July 2024 to coincide with the original opening of the Park. The programme included a celebration of culture and heritage, including music from rising stars and local acts, dance, a speech from City Corporation officials and the Mayor of Newham, food, local produce, guided walks, children's nature art workshop, a photo competition, face painting and a small funfair. Events also featured sport and wellbeing, and several sports partners offered free sessions where the public could try a new activity. This included tennis, football, cricket, tai chi, meditation, long-boarding, and a treasure trail. Children were given medals for trying new activities. These events were very well-attended. Further events followed in the autumn, including the spooky autumn walk on 31 October and the annual leaf pile event in November, which proved very popular and attracted large numbers from the local community.



West Ham Park includes important habitats. The majority of the Park comprises amenity grassland, managed as a short award. These areas include the sports pitches as well as large open areas for general recreation. More recently, selected areas have been allowed to develop as meadow through a more relaxed mowing regime, and there is scope to increase these areas in suitable locations. As well as enhancing biodiversity, this has the potential to relieve surface compaction, for instance beneath tree cover, by reducing overall footfall in these areas. Public access and enjoyment is, however, retained through use of mown paths, where appropriate, with the benefit that routes can be altered periodically to minimise compaction.

The Park includes around 1500 trees. Species distribution and tree age was mapped as part of the CMP, and this continues to provide important information in the planning of replacement planting and understanding the potential effects of tree disease. Parkland trees of varying ages and species are a notable feature and are fundamental to the overall character of the Park. The Liquidambar collection is a focal point within the ornamental gardens. Mature London planes form avenues along the path network, however, there are notable gaps where individual specimens have been lost.

Dr John Fothergill bought the Upton Estate, now West Ham Park, in 1762 in order to create a garden of plants from all over the world for scientific and medical study. He built up an extensive collection of rare and interesting plants, including shrubs and trees. The present collection is inspired and informed by Fothergill's collection derived from different parts of the world.

It is believed that there are likely to be four trees that date to the late eighteenth century Fothergill era. All are located within the ornamental gardens, and include one Black Mulberry, one Ginko, and two Fulham oaks.

Around the Park there is a diverse range of species which provide ornamental interest as well as contributing to wildlife habitat and biodiversity. Some of these, including a notable *Ginkgo biloba* planted by Fothergill, survive from the period prior to the demolition of Ham House in the 1870s. Trees in the Park are currently affected by a range of pests and diseases, including *Massaria* (London planes), ash dieback and oak processionary moth. Tree replacement planting and additional planting is carried out and will be developed into a succession plan for tree planting, to take account of the vulnerability of existing trees to disease and the impacts of climate change. There is scope to adapt species selection to create a more climate resilient tree stock. However, this must be considered alongside the heritage significance of the species forming the existing mature tree stock in the historical development of the Park.

The ornamental gardens offer a mosaic of well-maintained flowerbeds, ornamental shrubs and amenity grassland with frequent scattered trees. While celebrating the historical selection of species in the gardens and their ornamental value, species selection for succession planting remains under ongoing review as part of the wider aim to increase climate resilience of the planting and enhance biodiversity.

The Park also includes areas of shrubbery, particularly within the ornamental gardens and around the south eastern boundary where they offer a valuable physical and visual buffer with the surrounding built up area. Occasional areas of scrub, usually in mounded areas around copses and tree groups, have been allowed to develop through a more limited mowing regime and offer further habitat diversity.

The Park includes almost a mile of hedgerow, generally located at the boundaries and comprising privet, hawthorn, beech or holly, as well as a species-rich hedge around the Army Reserves centre. There are plans to plant further hedging around the recently refurbished playground.

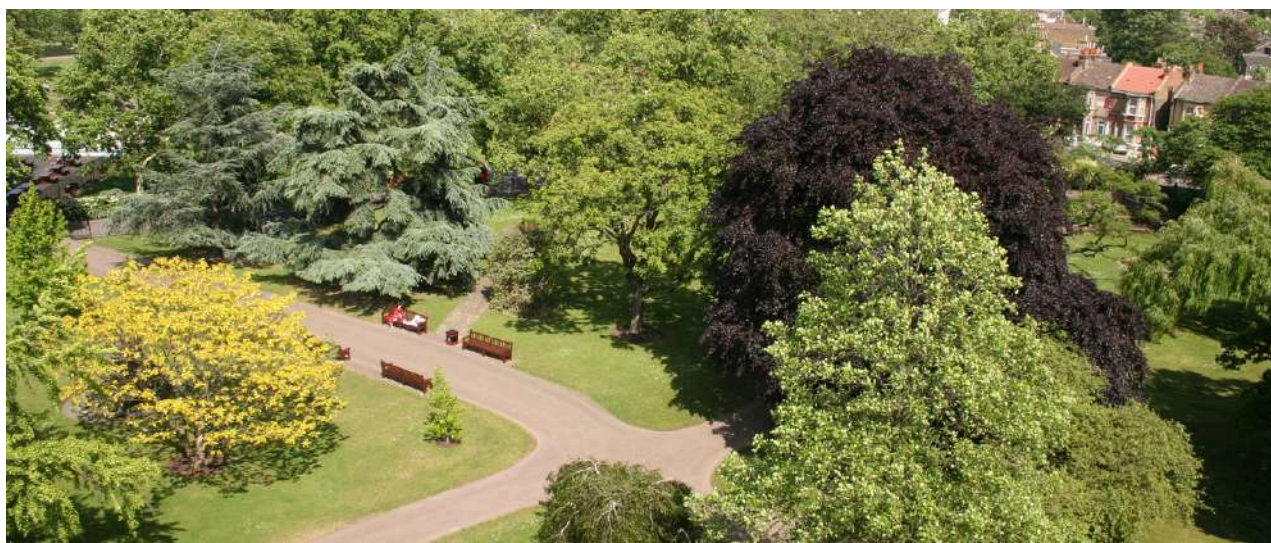
Three areas of the Park currently function as wildlife gardens, managed appropriately to encourage biodiversity, and are in high demand by schools for learning activities either self-guided or run by the Park Learning Team. Two of these, the Wildlife Extension Garden in the east of the Park, which includes a pond and areas of meadow and native planting, and the Wildlife Garden by the Linden Gate in the north west of the Park, are dedicated, enclosed teaching areas. Schools also make use of the south meadow in the southern parts of the Park.

The Wildlife Extension Garden is the most frequently used by the Learning Team to deliver curriculum-linked sessions for local schools, including for children with additional needs, and learning events for the wider community. The Wildlife Extension Garden can also be hired for private parties.

The Wildlife Garden in the north-western corner of the Park has a more wooded character and is used primarily by Park Primary School which is located adjacent to the Park on Ham Park Road. There is scope to widen opportunities for use of these areas by the Friends or other groups seeking a community space for hire.

A small ornamental pond is contained within a hollow at the south-eastern corner of the Park, but there is no public access.

The Park supports a range of birds, mammals and invertebrates. A survey of bird species in the Park carried out by the Friends of West Ham Park in 2023 recorded a total of 32 species, including house sparrow, identified by the City Corporation's Biodiversity Action Plan (2021-2026) as a target species, and mistle thrush, listed in the IUCN Red List of Threatened Species.



Park Designations

The Park carries heritage and nature conservation designations, including:

- Grade II listed Park
- The Park is a Site of Local Importance for Nature Conservation, a non-statutory, local designation. The Friends is working with the London Wildlife Trust to achieve Borough SINC status for the Park.

Heritage

The Park is Grade II listed. The Park's modern history can be traced back to the 18th century. It has been associated with a number of notable figures, including Dr John Fothergill, a noted physician and botanist who occupied the former Ham House within the area occupied by today's Park. 'The Cairn' and drinking fountain marks the location of the house. Fothergill had a particular interest in medicinal plants and created a botanical garden at Ham House described in the CMP as *second only to Kew in the range of plants and its repute*, enhanced by specimens sent by plant hunters of the time from around the globe. The existing rock garden, constructed in 1992 together with the rose garden, is located on the site of Fothergill's 18th century rock garden. During the 19th century, the Park was owned by the Gurney family, known Quakers and philanthropists, including the prison reformer Elizabeth Fry who lived there. The slave trade abolitionist - Thomas Fowell Buxton also stayed there. The Park was transferred into the ownership of the Corporation of London in 1874. Since then the Gurney family has maintained a connection with the Park through representation on its management committee. A full history of the Park and development chronology is set out in the CMP (2011).

The Park offers interpretation of heritage and history through a walking trail based around QR codes which offer context to important trees and features in the Park. The ornamental gardens feature an attractive series of interpretation panels explaining the history of the gardens, focussing on selected plant species, especially Fothergill's introduction of South African plants, and featuring botanical drawings.

Recreation and Facilities

West Ham Park offers a safe and welcoming place for formal and informal active and quiet recreation, with a range of community and sports facilities for all ages, including families, schools, dog walkers, commuters and office workers and sports enthusiasts. The Park is widely used by school groups for sport and for learning activities, particularly in the designated wildlife garden areas, and by the community for informal events or private parties, for which the bandstand is a popular venue.

As such, the Park continues to fulfil its original function to provide 'open public grounds and gardens for the resort and recreation of adults and as playgrounds for children and youth'.

The Park's key features and facilities include:

Parklands and paths

The open grassland areas provide opportunities for general recreation, including walking and exercising, sitting, picnics and informal games. Defined areas are left to grow long to create seasonal areas of meadow or as scrub to enhance visual amenity and biodiversity. Parkland trees and shrubs provide shade and shelter, create visual and seasonal diversity, define spaces within the Park and offer roosting, foraging and shelter for wildlife.

Play facilities

The play area was refurbished in 2024 and provides a range of equipment for children under 12, including seasonal water play. This part of the Park provides a focal point and functions as a busy hub where children and parents can gather in a secure environment to relax and socialise.

Bandstand

The bandstand is located close to the Park Office and is a focal point for many community events to offer free entertainment, including events run by the Friends. Examples include music and concerts and “Park in the Dark”. The bandstand can also be hired for private parties.

Sports and active recreation

The Park includes 12 tennis courts, a marked football pitch, cricket square and seasonal running track, rounders pitch and changing rooms. A second football pitch is due for renovation in 2025. An area of hardstanding (former all weather pitch) in the south of the Park is used informally for football. In addition, to the cricket square there is a nets area and general space for cricket, very heavily used. Bookings are managed by the Support Services Officer. The running track is regularly booked by local schools for sports days.

The Park management team is considering options to expand the sports offer through creation of an additional cricket pitch and using an existing area of abandoned hard standing in the north of the Park to create a skateboarding facility. The introduction of Padel at the Park is also being considered here or elsewhere, as noted in Section 10 of this Plan for the achievement of Objective 9: Healthy and Active Park.

An outdoor gym features a range of equipment. This is a popular facility and offers a degree of privacy afforded by a surrounding hedge while allowing natural surveillance from nearby paths. The Park has also hosted Park Run.

Toilets

Toilets are located near the Park Office building and additionally adjacent to the play area.

The Park has no car parking facilities. The provision of cycle parking is under review.

Community Garden and Beehives

There is a small, fenced community growing area which is managed by the Friends and is located just to the south of the play area. There are beehives located in the refuse and recycling compound, which does not provide public access.

Community Engagement, Health and Well-being

The Park offers multiple benefits for physical and mental health and well-being through outdoor recreation, formal and informal sports and exercise for all ages, opportunities to meet friends and family and build community cohesion. The Park invites engagement with nature and heritage, education and learning, and caring for the Park through volunteering and engagement with Park management.

Newham is one of the four least active boroughs in London, where obesity remains high and is significant at 61.2% (2020-2021) against a London average of 56%. 30.6% of adults in Newham are classed as physically inactive, compared to a London average of 24.3% (2020-21). Newham has high rates of child poverty with an estimated 50% of children living in child poverty and 32% of children living in food insecurity. Access to quality public green space is a priority for these areas if we are to reduce inequality of access to physical activity, and help improve people's mental health and wellbeing. West Ham Park is a vital asset to the borough as recognised in its Local Plan.

The Friends has a primary focus on working to enhance the established achievements of the Park team in encouraging community engagement. The Friends aim to reach as many sectors of the local community as possible and is active in organising guided walks, talks and events in the Park. These are generally free, but may include a request to bring a small item for contribution to local food banks. Recent events have included bat watching, butterfly watching /butterfly count, annual bird count and a Halloween 'Park in the Dark', which attracted over 560 people. Although less directly involved in practical management tasks in the Park, the Friends do play an active role in management of the community growing area and regular tasks around the Park, including weeding, hedge planting and litter picking. The Friends has capacity to offer weekend events in the Wildlife Extension Garden when the space is not in use for schools.



Learning

The Park Learning Team is based in the Park and has an extensive programme designed to offer curriculum-based learning within the Park and to engage and inspire the wider community in nature conservation. The Learning Team seeks to encourage positive attitudes which value and respect the Park's features and qualities, and behaviours which are mindful of the environment and seek to protect and enhance the Park's contribution to the local community, biodiversity and the City Corporation's wider strategies.

The Learning Team comprises a Learning Manager, a Learning Officer focussing primarily on curriculum-based learning for schools, and a second Learning Officer for Nature and Learning. A further role focussing on a programme for young carers and young refugees is delivered by a Learning Officer for Youth across West Ham Park, Hampstead Heath and Epping Forest. The Park's learning offer is in high demand, and the team delivers an ambitious, extensive and diverse programme which has grown significantly since 2020 and is proactive in reaching out to local schools and the wider community and in seeking grant funding to support its work. The team also works with wider organisations, for example Alternative Trust, which offers sessions in the Park to support young women and mothers, and Tindersticks, which runs a monthly pre-Forest School one-hour session for children under five from low-income families. Schools are not charged for learning sessions.

The Team is supported by Learning Volunteers, often recent graduates, in delivering sessions. Additionally, volunteer support comes from the City Corporation's scheme which provides for all its employees to engage in two days' volunteering a year. Occasional support also comes from corporate volunteer days as part of larger firms' programme of community support.

Events run by the Learning Team include a range of nature based and outdoor experiences, including orienteering, community campfire, mini beast hunts, and sensory garden experiences. Curriculum linked sessions include a Maths Trail and also draw on the Park's history and features to create events themed around the Stone Age and the WWII London blitz. The Learning Team website also offers a Plant Explorers booklet for schools, home education and community groups such as the Scouts. The City Corporation has also produced a series of walks within the Park, including a Tree Trail and History Trail. The ornamental gardens feature a series of attractive information boards which offer visitors a history of the gardens and Dr Fothergill's collection.

There is scope to expand the learning offer to meet growing demand.



Climate Change Mitigation

The Park has an important role within the context of mitigating the impacts of climate change and enhancing resilience.

Trees and woodland canopy create a microclimate which helps to offset urban temperatures and reduce the urban heat island effect. These also provide shade for Park users and sequester carbon sequester which contributes to City Corporation's climate action targets. Vegetation also absorbs pollutants which helps to improve air quality for visitors and the wider local area.

The permeable surfaces of parkland and woodland absorb surface water and helps alleviate issues of run-off and flooding. The Park's habitats, including trees, woodland and shrubs, grassland and wildflower areas, also form part of the wider ecological network and contribute to habitat linkages in the surrounding area for the benefit of local wildlife including birds, mammals and invertebrates.

The City Corporation is currently assessing how all of its parks and open spaces can contribute to a Climate Adaption Action Plan, and the energy efficiency of buildings is under examination as well.



Key Stats



Each year at West Ham Park there are:



Visitor Numbers and Surveys

Recent surveys indicate that West Ham Park attracts over 1 million visits a year.

The 2011 CMP, although now some years old, summarised the findings of consultations carried out in 2010. Responses showed that the top three qualities of the Park were *a place to walk, a place to exercise, and a peaceful place*. A place to play, a place to unwind and feeling closer to nature were the next three most popular responses.

The key qualities or facilities liked by individual groups were:

- The Friends said the park is peaceful, a place to walk, observing wildlife, feeling closer to nature, general sports facilities, and the ornamental gardens.
- Schools like the park as a place to play, as a place to play team sports and because it is peaceful.
- Members of the public like the park as a place to walk and exercise and because it is peaceful.
- The staff like the ornamental gardens and the park as it provides a place to walk.

Aspects identified for improvement included:

- Toilet facilities
- Drinking Fountain
- Refreshment facilities/café.

In 2024, the City Corporation commissioned a public engagement exercise primarily to assess public opinion on the potential future uses of part of the former nursery site. The outcomes of that engagement offer some insight into the views and priorities of Park visitors. In summary, the report outlines the top items people wanted to see for the 50% of the nursery site approved by West Ham Park Committee to be retained for community and operational uses were:

- Café and community facilities
- New green and open spaces
- Community growing space
- Sheltered seating

Proposals for the former nursery site remain under consideration following the public engagement exercise.

Achievement of Green Flag Green Heritage Awards

Green Flag

West Ham Park has successfully retained Green Flag status for some 20 years. Green Flag is the benchmark national standard for parks and green spaces.

The 2024 judging process identified many strengths from the desk assessment across all Green Flag criteria. Among its recommendations were, in summary:

- Additional information in the Management Plan with reference to health and safety management, environmental practices, a map of heritage trees, and the role of FWHP and volunteers
- Consideration of Park entrances, ie a more welcoming tone through paint work to the gates and floral displays
- Removal of self-set tree saplings and attention to issues affecting London Planes
- Repairs to Park benches and a more consistent design
- Surveys to establish biodiversity levels and progress in enhancements
- Consideration of repairs to the cairn fountain
- Community involvement: consider closer links with the Territorial Army Centre and wider Newham parks
- Social media presence
- An updated suite of Plans for the Park.

The inspection summary concluded:

This is a very good Park, providing a range of services to the local population, particularly children. The ornamental gardens are impressive and contain the National Collection of Liquidambar tree cultivars.

The judge's comments have informed the actions set out in Section 10 of this Management Plan.

Green Heritage

The Park was not awarded Green Heritage status in 2024. The Park last achieved the award in 2023, retaining it after several successful years. In the 2024 assessment, the Park was complimented on the quality of the CMP and its recommendations, on the high quality of the ornamental gardens and interpretation of heritage features in the Park. The assessment commented, however, that the 2020-2025 management Plan gave no indication as to whether the CMP recommendations had been addressed or considered, which is understood to be the key reason for the judges' decision not to award Green Heritage. The assessment made further recommendations for enhancing interpretation of heritage features, for species selection in the ornamental gardens to reflect the original planting, and a tree trail to illustrate the significance of historic trees.

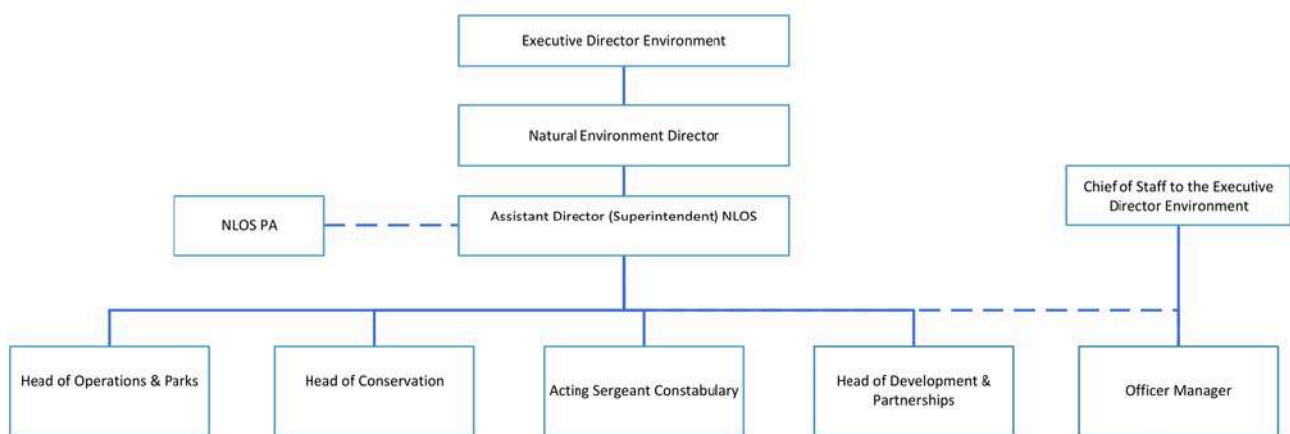
A number of the 2024 Green Flag recommendations are already being addressed by the Park team as part of ongoing management or as projects for specific attention which will require dedicated time and resources. This Management Plan has been informed by a review of the CMP and its recommendations to conserve, enhance and manage the historic fabric of the Park. It sets out the priorities and proposed timescales for delivery of these and wider enhancements to ensure not only that Green Heritage status is achieved, but that the Park's assets, features and qualities are conserved and enhanced to maintain its invaluable long term contribution to the community. These priorities will be reviewed as part of the Plan's interim review in five years' time to assess achievements and progress towards the fulfilment of the ten-year Vision and aims.



How West Ham Park is managed

West Ham Park is one of the four spaces managed by North London Open Spaces, a sub-division of the City Corporation's Natural Environment Division. In addition to West Ham Park, these include Hampstead Heath, Highgate Wood, and Queen's Park. North London Open Spaces is led by the Assistant Director (Superintendent), who is responsible for the operation. NLOS comprises the equivalent of c. 125 full-time directly employed staff.

North London Open Spaces: Top Tier



As set out above, West Ham Park is a registered charity (No. 206948) and relies on funding from the City Corporation, along with revenue generated from services, grants and donations.

In line with the governing documents for West Ham Park Charity, the management of the Park is primarily overseen by a committee, known as the West Ham Park Committee, consisting of fifteen members. Eight members of the Committee are appointed by the City Corporation, four members are appointed by the Heir at Law to the late John Gurney Esq., one Member is appointed by the priest in charge of the benefice of West Ham and two members are appointed by the Council of the London Borough of Newham.

The team looking after West Ham Park comprises seven Rangers and Operative Rangers, plus a Head Gardener and a team of two Gardeners. They are managed by the Senior Ranger, who is in turn managed by the Formal Parks Manager. The Senior Ranger currently has the support of one Support Services Officer and One Support Services Assistant. The Park currently employs a total full time equivalent of 14 staff, and a Gardener Apprentice as notes in the staffing structure plan below. The Parks team is supported by the City Corporation's Learning Team which provides a range of activities for school children which get them exploring the Park, establishing connections with the natural world and addressing school curriculum requirements.

West Ham Park Staffing Structure

- Head of Parks and Operations - responsible for Queen's Park, Golders Hill Park, Parliament Hill, West Ham Park, swimming facilities, fleet, and Health and Safety operations.
- Formal Parks Manager - Responsible for Queen's Park, Golders Hill Park, and West Ham Park.
- Senior Ranger - Responsible for West Ham Park's day-to-day management.
- Head Gardener and Ranger - Based at West Ham Park, both roles responsible for leading teams on the ground.
- The rest of the dedicated West Ham Park team consists of 2 x Gardeners and 6 x Operative Rangers.
- Casual staff as and when required.
- Administrative support officers.

West Ham Park is also supported by several staff who operate across other North London Open Spaces, including:

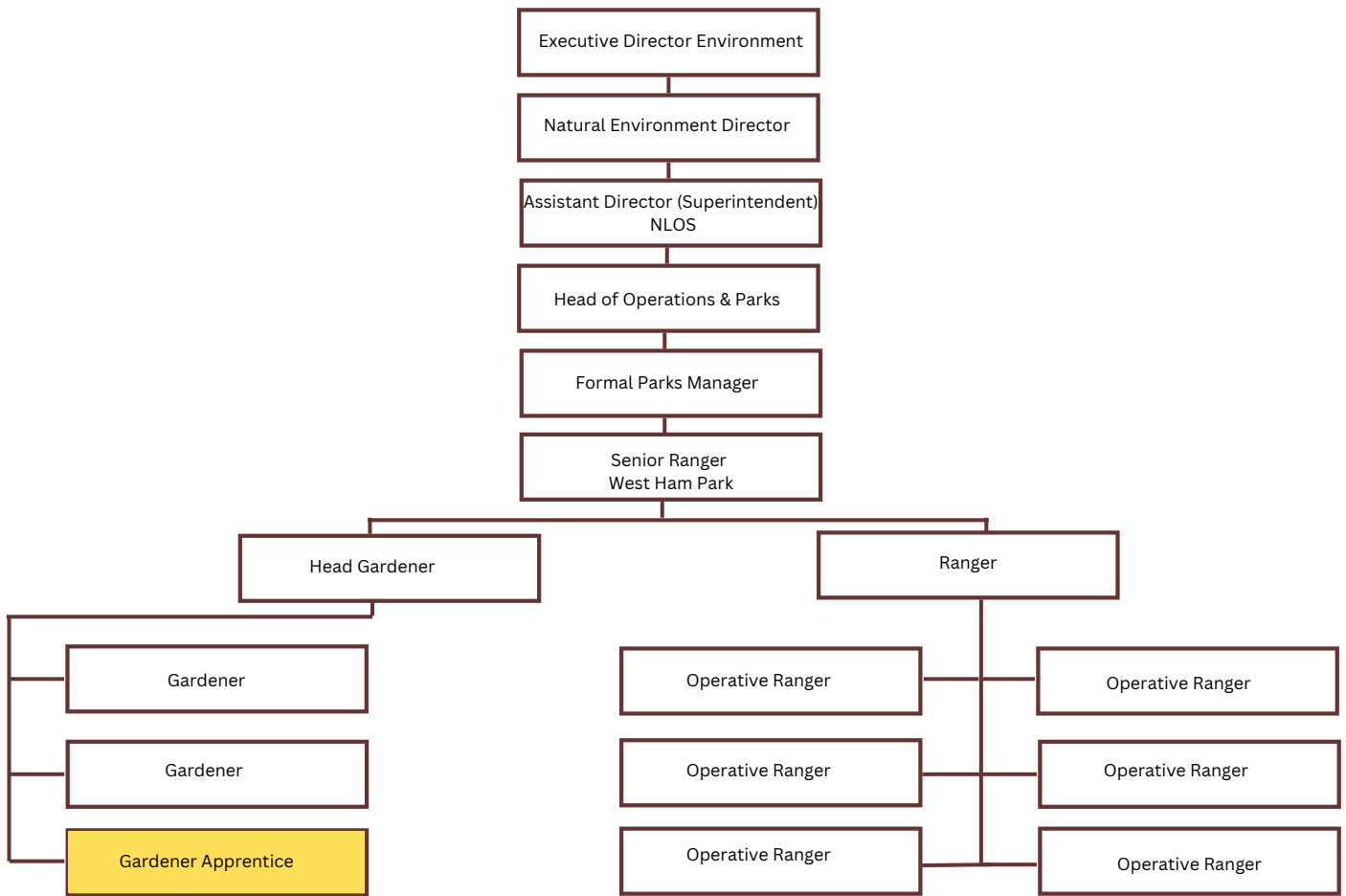
- Arboricultural Team
- Conservation Team
- Ecologist
- Fleet and Health & Safety Officer
- Mechanic
- Events Manager
- Communications Team
- Learning Team
- City Surveyor's Department

Apprenticeship

The Park supports a horticulture apprenticeship programme that will provide apprentices with a good technical knowledge base of the sector, combined with practical work experience, proven competency in the workplace and the development of transferable skills. The Park supports level 2 and level 3 apprentices.

The staffing structure for West Ham Park is outlined in the next page, with apprentice posts shown in yellow.

West Ham Park Staffing Structure continued



Staff training, learning and development

All staff have a Performance Development Approach (PDA) appraisal, which is conducted by their line manager and includes an individual learning and development plan and sets objectives to be met over the year. Objectives and development are set at the beginning of the year (April) and reviews made at mid-year and end of year. All staff have monthly local team meetings and individual monthly meetings with their line manager. Recent improvements in the organisation, booking, recording and evaluation of courses, have ensured that we continue to make progress in this important area. All staff receive a mid-term and an annual review to provide a dedicated opportunity to talk on a one-to-one basis with their line manager about a range of development issues, including personal objectives, competencies, and training. All staff are also required to undergo mandatory training that comprises a mixture of off-site and on-site operational training.

Volunteers

The Friends of West Ham Park provide valuable practical support for the grounds team in the Park. Volunteers are engaged with ongoing maintenance tasks such as litter picking, leaf clearance, hedge management and a range of projects to enhance the Park environment, nature conservation and biodiversity within the Park, including surveys. In addition, the Friends put on a range of events and activities which encourage engagement and involvement in the Park. Activities and events are advertised in Notice Boards in the Park and on the Friends' website (8).

West Ham Park Charity

West Ham Park is a registered charity (reg. 206948). The average annual expenditure budget for the Park is c. £1.5 million. The Park receives this funding from the City of London Corporation and from the Park's charitable activities. Baseline annual income to the Park comes mainly from three sources: leasehold income; refreshment licences; and sports facilities. Funding for capital improvements comes from the City Corporation and occasional grant funding.

The Park has also received grant funding and gifts in kind from organisations including Tesco Bags of Help; Greater London Authority; Groundwork; sports bodies such as the Lawn Tennis Association and England Cricket Board; and the City Bridge Trust.

Throughout the life of this Plan, we will seek to maximise opportunities to deliver projects through external national and local funding. GiftAid for the charity was introduced in 2023 and has been successful in securing donations that have been reinvested back into the Park.

8: <https://friendsofwesthampark.co.uk/>

Vision and Themes

The City Corporation welcomes and values its role as the custodian of West Ham Park. We place great value on its stewardship for current and future generations and have collaboratively developed the following Vision Statement to guide its management.

Vision

West Ham Park provides a beautiful, safe and accessible open space which is welcoming to all members of our local community. It is a place where we celebrate our local social, cultural and landscape heritage and look forward, adapting to changing needs and embrace opportunities to ensure the Park continues to provide a sustainable, resilient, beautiful and safe place to be enjoyed by all.

Themes

The Vision provides the guiding principles for the four main themes which, in turn, show how it will deliver outcomes which contribute towards corporate and departmental objectives. Those themes are:

- **Caring:** We continue to care for the Park to ensure it fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.
- **Excellence:** We maintain the highest environmental, conservation, heritage and horticultural standards.
- **Inclusion:** We ensure that the Park and its facilities are accessible to all and inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.
- **Community:** We work in partnership with our local community and engage visitors and the local community in understanding and caring for the Park.



Table 1: How the Park vision will be delivered, and it links to other key strategic documents

THEMES	<p>Caring: We continue to care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.</p>	<p>Excellence: We maintain the highest environmental, conservation, heritage and horticultural standards.</p>	<p>Inclusion: We ensure that the Park and its facilities are accessible to all and inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.</p>	<p>Community: We work in partnership with our local community and engage visitors and the local community in understanding and caring for the Park.</p>
CORPORATE PLAN 2024-2029 OUTCOMES	<p>Leading Sustainable Environment</p> <p>Flourishing Public Spaces</p> <p>Vibrant Thriving Destination</p> <p>Providing Excellent Services</p>	<p>Flourishing Public Spaces</p> <p>Vibrant Thriving Destination</p> <p>Providing Excellent Services</p>	<p>Diverse Engaged Communities</p> <p>Providing Excellent Services</p>	<p>Diverse Engaged Communities</p> <p>Flourishing Public Spaces</p> <p>Providing Excellent Services</p>
CLIMATE ACTION STRATEGY 2020-2027 AMS	<p>To support the achievement of net zero</p> <p>To build climate resilience</p> <p>To champion sustainable growth</p>	<p>To support the achievement of net zero</p> <p>To build climate resilience</p> <p>To champion sustainable growth</p>		<p>To support the achievement of net zero</p> <p>To build climate resilience</p> <p>To champion sustainable growth</p>
NATURAL ENVIRONMENT STRATEGIES	<p>Nature Conservation And Resilience Strategy</p> <p>Culture, Heritage and Learning Strategy</p> <p>Access and Recreation Strategy</p> <p>Community Engagement Strategy</p>	<p>Nature Conservation And Resilience Strategy</p> <p>Culture, Heritage and Learning Strategy</p>	<p>Access and Recreation Strategy</p> <p>Community Engagement Strategy</p>	<p>Community Engagement Strategy</p>

Table 1: How the Park vision will be delivered, and it links to other key strategic documents continued

<p>OUTCOME</p>	<ul style="list-style-type: none"> • Management balances needs of visitors with requirement to protect natural and heritage assets • Management issues around facilities and condition of the Park, for example toilet block refurbishment are addressed • Natural assets, trees and priority habitats are healthy and well-maintained • We plan for the future in tree succession planning and planting across the Park to contribute to climate resilience • Projects and initiatives for improvement, protection and enhancement of Park heritage and natural assets and enjoyment of the Park balance the interests of all stakeholders and contribute to City Corporation wider strategies 	<ul style="list-style-type: none"> • Obtain Green Flag, Heritage Award and London in Bloom Award • Obtain/seek Site of Local Importance for Nature Conservation • Enhanced biodiversity, resilience to climate change and contribution to interconnected spaces through appropriate and best practice Park management and maintenance practices • Our practices are financially, socially, and environmentally sustainable • Heritage assets are conserved • Sustainable practices minimise waste, optimise recycling of green and non green waste and encourage responsible recycling of waste by Park users 	<ul style="list-style-type: none"> • The Park continues to provide the 'back garden' for local residents • Facilities and activities reflect the needs of our local community and are improved and cared for • We continue to provide facilities for sports and learning for our local schools. • All feel safe and comfortable to access the Park's variety of facilities • Our learning programme continues to focus on emotional connections and physical health and mental well-being • Our partnerships with local stakeholders inform improvements and management and optimise promotion of the Park and events, and volunteer engagement 	<ul style="list-style-type: none"> • Our events, activities and learning programmes foster emotional attachment to the Park and a desire to care for the Park • Continue to work in partnership the Friends, local schools and other groups to maintain the connection between the Park and local community • Continue to consult with the local community in developing proposals for the Old Nursery Site • Identify opportunities to adapt management to provide opportunities for learning, activities and recreation. • Provide activities and interpretation celebrating the heritage of the Park • Numbers engaged in activities, sports and Enhanced volunteering continues to grow • Improved health and well-being for Park community
<p>OBJECTIVES</p>	<p>Objective 1: Well managed Park</p> <p>Objective 2: Well maintained and clean Park</p> <p>Objective 3: Sustainable Park</p> <p>Objective 4: Park that addresses conservation and heritage</p>	<p>Objective 1: Well managed Park</p> <p>Objective 2: Well maintained and clean Park</p> <p>Objective 3: Sustainable Park</p> <p>Objective 4: Park that addresses conservation and heritage</p>	<p>Objective 5: Welcoming Park</p> <p>Objective 6: Safe and secure Park</p> <p>Objective 7: Well marketed and promoted Park.</p>	<p>Objective 8: Park where community involvement is encouraged.</p> <p>Objective 9: Healthy and active Park</p>

Delivery of the West Ham Park Vision

To deliver and achieve the Park Vision through the four main themes as shown in Table 1, nine objectives have been developed in this Management Plan. To achieve this vision, we recognise the importance of working towards an agreed national standard for good practice in the management of parks and open spaces. The objectives will contribute towards the Green Flag Award criteria, the benchmark national standard for publicly accessible parks and green spaces in the United Kingdom:

Objective 1: Well managed Park

Objective 2: Well maintained and clean Park

Objective 3: Sustainable Park

Objective 4: Park that addresses conservation and heritage

Objective 5: Welcoming Park

Objective 6: Safe and secure Park

Objective 7: Well marketed and promoted Park

Objective 8: Park where community involvement is encouraged.

Objective 9: Healthy and active Park

This Plan sets out the nine objectives and the associated tasks and projects through which delivery of the Park Vision will be achieved in the ten-year period to 2035.





Theme: Caring

We continue to care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.

Objective 1: Well managed Park

The Management Plan balances community use and enjoyment of the Park with the protection and enhancement of the Park's character, natural and heritage assets and contribution to nature conservation and environmental sustainability

Objective 2: Well maintained and clean Park

The fabric, infrastructure and facilities within the Park are kept in good order to maintain public access and enjoyment

Objective 3: Sustainable park

The Park's contribution to the City Corporation's Natural Environment and Climate Action strategies is optimised

Objective 4: Park that addresses conservation and heritage

Manage the protection and enhancement of natural and heritage assets, informed by the CMP, to safeguard their significance and to further public understanding and enjoyment

Commitment

To achieve this, we will:

Action	Timescale
Facilities and infrastructure - repairs and refurbishment	
Refurbishment of the toilet block	2025/26
Continue to develop proposals for the Old Nursery Site in partnership with the local community.	Ongoing
Football pitch renovation	2025
Sustainability	
Work as part of the Climate Adaption Action Plan/Carbon Removals Project to adapt management practice and planting where appropriate to contribute to climate resilience and carbon sequestration.	Ongoing



Conservation and heritage	
Continue to re-visit CMP strategy and actions and identify opportunities to implement remaining actions	2025
Conserve and maintain heritage assets in the Park in partnership with the City Surveyors Department.	Ongoing
Bandstand: Ongoing repainting and repairs	Ongoing
Learning and Community	
We continue to observe how local people use and benefit from the Park and adapt our practice where appropriate	Ongoing



Theme: Excellence

We maintain the highest environmental, conservation, heritage and horticultural standards.

Objective 1: Well managed Park

Park attains Green Flag, Green Heritage, and London in Bloom awards

Objective 2: Well maintained and clean Park

- Horticultural displays and all areas of planting, parkland and woodland are visually attractive
- Park is tidy and litter free, furniture and equipment is clean and fit for use
- All sports facilities, equipment and play areas are safe and fit for purpose

Objective 3: Sustainable Park

- Maintain and implement sustainable management practices in all Park operations, where possible.
- Park's natural assets and planting are managed within the context of sustainability, succession and climate change mitigation

Objective 4: Park that addresses conservation and heritage

Management ensures ongoing protection and conservation of heritage assets, including the Park's historic design and distinctive mature woodland tree cover

Commitment

To achieve this, we will:

Action	Timescale
Green Flag / Green Heritage / London in Bloom	
Ensure all supporting information requested in the 2024 Green Flag feedback is supplied as part of the submission	2025
Continue to secure annual Green Flag and London in Bloom awards	Annual
Attain Green Heritage Award	2025

Sustainable Park Management	
Continue to implement sustainable management practices in all Park operations wherever possible, including transition to non-petrol powered machinery and equipment, waste management and recycling, water management and avoidance of chemicals; encourage visitors to recycle waste through appropriate on site provision	Ongoing
Park-wide: Achieve a balance in soft landscape management between access and amenity requirements for general recreation, and nature conservation, for example in management of grassland and hedgerows, including ongoing review of meadow grassland	Ongoing
Conservation and Heritage	
Trees: develop tree succession plan to maintain the historic fabric of the Park (avenues) and safeguard the Park's distinctive tree and woodland cover in the longer term and its contribution to nature conservation and climate mitigation. Consider species selection plan to balance replanting of Park's historic tree species with choice of species likely to be more resilient to climate change	2025/26
Continue to develop measures for the monitoring and management of tree pests and diseases such as <i>Massaria</i> , ash dieback and oak processionary moth	Ongoing
Update ecology/habitat survey (current survey dates from 2011 CMP) and implement actions to enhance biodiversity value and target Biodiversity Action plan habitats and species	2025/26
Work with London Wildlife Trust and Newham to raise the status of the Park as a Site of Interest for Nature Conservation from Local to Borough	Newham Local Plan Review
Continue to review interpretation and information provision around the Park	Ongoing



Theme: Inclusion

We ensure that the Park and its facilities are accessible to all and inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.

Objective 5: Welcoming Park

- All visitors feel welcome in the Park and able to freely explore and enjoy its features and facilities
- Information about and within the Park, welcome signs at entrances, bylaws, directional signage, interpretation and events notices on site are well located, clear, unobstructed and accessible to all
- Whole Park and its facilities are accessible to all

Objective 6: Safe and secure Park

- Visitors and staff feel safe in all areas of the Park
- All facilities are maintained in a safe condition, fit for purpose

Objective 7: Well marketed and promoted Park

- Local residents and Park visitors have access to information and events; forthcoming events are effectively communicated
- Visitors understand the quality of the Park recognised in Green Flag and other awards

Commitment

To achieve this, we will:

Action	Timescale
Continues to develop learning opportunities for all age groups and communities	Ongoing
Ensure that our existing Wildlife Teaching Areas provide a valued facility for local schools and look at opportunities to create new areas. Explore opportunities to create an additional Learning area in the Park to meet growing demand.	Ongoing
Continue to review, and where appropriate update or enhance, signage and interpretation in the Park	Ongoing
Support our staff through training to provide 'a friendly face' to maintain our communication and links across our local community	Ongoing



Theme: Community

We work in partnership with our local community and engage visitors and the local community in understanding and caring for the Park.

Objective 8: Park where community involvement is encouraged

- Park enjoys the benefit of active public engagement with all stakeholders in the ongoing management of the Park and the decision-making process for proposed projects and initiatives
- Community and volunteers benefit from a deeper understanding of the Park, development of learning and skills, and enhanced mental and physical health through a wide range of voluntary activities, and experiences which engender and deepen their attachment to and interest in caring for the Park

Objective 9: Healthy and active Park

- Visitors of all ages, backgrounds and abilities enjoy a range of options for enhancement of health and well-being, including walking, running, use of formal sports facilities and informal exercise

Commitment

To achieve this, we will:

Action	Timescale
Facilities	
Work with the local community to identify a suitable location for a food and beverage provision	Over the life of this plan
Community Involvement	
Retain and develop engagement and partnerships with residents associations and volunteer groups.	Ongoing
We continue to work closely with the community and the Friends of West Ham Park to identify opportunities to enhance learning and engagement, grow our programme of activities, events, walks and talks to enhance understanding of the Park's heritage and nature conservation significance and Park management.	Ongoing

Widen volunteer engagement in all aspects of Park management, including practical maintenance, surveys such as wildlife monitoring, and biodiversity.	Ongoing
Continue to grow our Learning Programme with local schools and children's groups to provide opportunities for learning about the Park, heritage and nature conservation, through guided visits, walks, talks and activities, and experiences such as bulb planting and wildlife monitoring.	Ongoing
Health and active park	
Continue to work with local schools and clubs to provide facilities for organised sport and recreation	Ongoing
Work with the FWHP to increase opportunities to engage in informal activities such as health walks, guided walks and tasks in the community garden and around the Park.	2025
Look at opportunities to develop the Outdoor Gym which is heavily used.	2026
Consider options to expand the sports offer through creation of an additional cricket pitch and using an existing area of abandoned hard standing in the north of the Park to create a skateboarding facility, and introduction of Padel	Ongoing
Park Run: continue to promote and support.	Ongoing

Monitoring & Review

Implementation

The West Ham Park Management Plan identifies priority projects and activities implemented via the rolling Five-year Business Plan and Annual Work Plan.

The implementation of this Management Plan will continue to be overseen by the West Ham Park Committee, which provides strategic direction for the charity, and City Corporation Environment Department.

An annual review and update of the work programme will be undertaken, and an annual Business Plan prepared. Resources will be allocated to priority projects on a five-year rolling basis, informed by the Outcomes and Priorities in this Management Plan and aligned with the City Corporation's business planning cycle.

At the end of the first five years, the Management Plan will be subject to a full review and update.

Monitoring

Monitoring and tracking progress towards achieving the outcomes will help us to understand the impact of our work, and to share and celebrate successes.

We will continue to monitor progress towards the outcomes and priorities set out in this Management Plan, and report back to the West Ham Park Committee.

Learning and improving

Monitoring the changes or benefits that result from our activities provides insight into and understanding of the effectiveness of our actions and highlights where we can develop our work to make the biggest difference.

Evaluating effectiveness has enabled us to check our course and to make corrections in a timely manner, capturing learning and building in improvements as we proceed.

Communicating our impact

Each year, we will prepare an annual Business Plan and Annual Work Programmes for West Ham Park which set out the priorities and how these deliver against the Themes and Outcomes described in both the City Corporation Strategies and this Management Plan.

References

Baseline natural capital assessment of the City of London Corporation's open spaces (Natural Capital Solutions January 2024)

City of London Open Spaces Department Managing Tree Safety (2014)

City of London Corporate Plan (2024-2029)

City of London Climate Action Strategy (2020-2029)

City of London Tree Strategy (May 2012)

City of London Global City of Sport (2023-2030)

City of London Biodiversity Action Plan (2021-2026)

Natural Environment Nature Conservation and Resilience Strategy (2024-2029)

Natural Environment Access and Recreation Strategy (2024-2029)

Natural Environment Community Engagement Strategy (2024-2029)

Natural Environment Culture Heritage and Learning Strategy (2024-2029)

West Ham Park Management Plan (2020-2025)

West Ham Park Conservation Management Plan (2011)

West Ham Park Old Nursery Site: Engagement Report (2024)



CITY
OF
LONDON

West Ham Park

Registered Charity

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Agenda Item 9

Committee(s): West Ham Park Committee	Dated: 06/02/2025
Subject: Risk Management Update Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Corporate Plan Outcomes: Diverse engaged communities; Vibrant thriving destination; Providing excellent services; Flourishing public spaces; Leading sustainable environment Business enabling functions: Risk Management
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 Environment
Report author:	Joanne Hill, Environment Department

Summary

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

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

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

Recommendation

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the West Ham Park Summary Risk Register (Appendix 1) satisfactorily identifies the key risks to the West Ham Park charity and that an appropriate risk management process is in place.

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 West Ham Park charity. 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 requirements of the Charity Commission.
4. The Executive Director Environment assures your Committee that all risks held by the West Ham 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 2.
6. The risk register for West Ham Park is summarised in the main body of this report and at Appendix 1. For each risk, officers are undertaking a range of actions to mitigate the effects.

Current Position

7. The West Ham Park Risk Register, summarised below and at Appendix 1, contains eight risks (one RED, six AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his management team.

8. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. None of the risk scores have changed.
9. The highest risk for West Ham Park remains the 'Decline in condition of assets' which is currently scored at Red 16 (likely to occur, with a major impact). The cause of this risk is the backlog of repair and maintenance works required to be undertaken on the charity's built assets. Additional funding to address the backlog of maintenance works across the Corporation has recently been approved. Officers are working closely with colleagues in the City Surveyor's Department to formally assess, allocate and prioritise the funding allocated to the Environment Department to areas of most need. The completion of priority works, along with any alternative funding options identified through the Natural Environment Charity Review should help to reduce the risk.
10. The full list of risks held by West Ham Park is as follows:
 - **ENV-NE-WH 011:** Decline in condition of assets (*RED, 16*)
 - **ENV-NE-WH 004:** Budget pressures (*AMBER, 12*)
 - **ENV-NE-WH 006:** Adverse impacts of extreme weather and climate change (*AMBER, 12*)
 - **ENV-NE-WH 003:** Risk to health and safety (*AMBER, 8*)
 - **ENV-NE-WH 009:** Impacts of anti-social behaviour on staff and sites (*AMBER, 8*)
 - **ENV-NE-WH 014:** Tree event or failure (*AMBER, 8*)
 - **ENV-NE-WH 005:** Negative impacts of pests and diseases (*AMBER, 6*)
 - **ENV-NE-WH 010:** Negative impacts of development and encroachment (*GREEN, 4*)

Risk Management Process

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

Identification of New Risks

14. New and emerging risks are identified through several channels, including:
 - Directly by Senior Leadership Teams as part of the regular review process.

- In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
- In response to emerging events and changing circumstances which have the potential to impact on the delivery of services.

Corporate and Strategic Implications

15. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
16. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, charity business plans, the Natural Environment Division's core strategies and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport; and Volunteering Strategies.
17. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

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

Appendices

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

Contact

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West Ham Park Risk Register

Generated on: 10 January 2025



Risk score indicator key.		
		
RED	AMBER	GREEN

Rows are sorted by Risk score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-WH 011	Decline in condition of assets	16		12			
ENV-NE-WH 004	Budget pressures	12		8			
ENV-NE-WH 006	Adverse impacts of extreme weather and climate change	12		6			
ENV-NE-WH 003	Risk to health and safety	8		4			
ENV-NE-WH 009	Impacts of anti-social behaviour on staff and site	8		6			
ENV-NE-WH 014	Tree event or failure	8		6			
ENV-NE-WH 005	Negative impacts of pests and diseases	6		4			
ENV-NE-WH 010	Negative impacts of development and encroachment	4		4			

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

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

(A) Likelihood criteria

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

(B) Impact criteria

Impact title	Definitions
Minor (1)	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

	Likelihood	Impact			
		X	Minor (1)	Serious (2)	Major (4)
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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Committee(s)	Dated:
West Ham Park Committee	06/02/2025
Subject: Budget Estimates 2025/26 – West Ham Park Charity	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 the funding source been agreed with the Chamberlain’s Department?	N/A
Report of: The Chamberlain Executive Director Environment	For Decision
Report Author: Niranjan Shanmuganathan, Chamberlain’s Department	

Summary

This report presents for approval the revenue and capital budgets for West Ham Park charity for 2025/26, for subsequent submission to Finance Committee.

Overall, the charity’s proposed revenue budget for 2025/26 totals (£2.349m) net expenditure, an increase of (£1.167m) compared to the 2024/25 original budget of (£1.182m).

The proposed budget for 2025/26 has been prepared within the resource envelope allocated to each Chief Officer by Resource Allocation Sub-Committee, including an inflationary increase of 2%.

The resource envelope must be adhered to, as failure to do so will impact Finance Committee’s ability to set a balanced budget for the year ahead.

Recommendation

Members are asked to:

- i) note the latest revenue budget for West Ham Park charity for 2024/25;
- ii) review and approve the proposed revenue budget for 2025/26 for West Ham Park for submission for approval by the Finance Committee;
- iii) review and approve West Ham Park’s capital and supplementary revenue project budgets for 2025/26 for submission for approval by the Finance Committee; and
- iv) agree that amendments for 2024/25 and 2025/26 budgets arising from changes to recharges & support services or for any further implications arising from corporate contracts, energy price increases, changes to the

Cyclical Works Programme (CWP) and capital charges during budget setting be delegated to the Chamberlain in consultation with the Executive Director Environment.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes West Ham Park which is a registered charity funded from City's Estate. The charity is run at no cost to the communities that it serves and is currently funded principally by the City, together with donations, sponsorship, grants and trading income.
2. This report sets out the latest budget for 2024/25 and the proposed revenue and capital budgets for 2025/26 for West Ham Park charity and under the control of the Executive Director Environment, analysed between:
 - **Local Risk Budgets** - these are budgets deemed to be largely within the Chief Officer's control;
 - **Central Risk Budgets (including capital charges)** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties); and
 - **Recharges & Support Services** - these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
3. In the various tables, income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £30k) have been commented on and are referenced in the relevant table in Appendix 1.
4. The latest budget for 2024/25 and provisional original budget for 2025/26 for West Ham Park, is summarised in Table 1 below and further analysed by risk and Chief Officer in Appendix 1
5. The overall proposed 2025/26 budget for West Ham Park, which includes the Executive Director Environment's relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor's CWP and building repairs & maintenance budget is (£2.349m) net expenditure. This is an increase of (£1.167m) when compared with the 2024/25 original budget of (£1.182m) net expenditure.

Table 1 - West Ham Park	Original Budget 2024/25 £000	Latest Budget 2024/25 £000	Original Budget 2025/26 £000	Movement 2024/25 OR to 2025/26 OR £000
Local Risk	(636)	(681)	(649)	(13)
City Surveyor Repairs & Mte	(116)	(116)	(120)	(4)
Cyclical Works Programme (CWP)	-	(8)	(978)	(978)
Central Risk	(9)	(9)	(83)	(74)
Recharges & Support Services	(421)	(432)	(519)	(98)
Total Net Expenditure	(1,182)	(1,246)	(2,349)	(1,167)

Latest Revenue Budget for 2024/25

6. Overall, the 2024/25 latest budget for West Ham Park is net expenditure of (£1.246m) as at December 2024, a net increase of (£64k) compared to the 2024/25 original budget of (£1.182m) net expenditure. The reasons for this budget increase are:
- (£45k) increase in local risk, (£35k) of which to support the WHP 150th Anniversary and (£10K) centrally funded to mitigate against energy pressures;
 - (£11k) additional recharges following an increase in the cost of the Natural Environment Directorate for 2024/25 which is subsequently recharged to all the various services within the department;
 - (£8k) re-phasing of CWP projects at West Ham Park managed by the City Surveyor. Please note that the CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with variances carried over to future years. The carry-over of unspent balances is reported to Projects and Procurement Sub-Committee.

Proposed Revenue budget for 2025/26

7. The proposed 2025/26 budget is net expenditure of (£2.349m), an increase of (£1.167m) compared to the 2024/25 original budget. Detail of the movement between 2024/25 original budget and 2025/26 original budget is set out in Appendix 2.
8. For 2025/26 budgets include:
 - a 2% uplift for inflation as a cash limit to Chief Officers' budgets;
 - a clear distinction between local risk, central risk, and recharge budgets; and
 - responsibility for budgetary control placed on departmental Chief Officers.
 - Apply.
9. The resulting resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead and the requirement in law for the City to set a balanced budget.
10. The budget has been prepared within the resource envelope allocated to the Executive Director Environment, with the following assumption:
 - Support Services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2023/24 with the method of apportionment updated to reflect the latest up to date corporate information. However, the full budgets for these departments have not yet been finalised, so further changes to these budgets may be required. Members are asked to agree that the decision as to the changes required to these budgets are delegated to the Chamberlain in consultation with the Executive Director Environment
11. Appendix 1 provides details on budget movements between the 2024/25 original budget and the 2025/26 proposed budget. Overall, there is an increase in net expenditure of (£1.167m). The main reasons for this net expenditure increase are:
 - (£982k) increase to the newly agreed programme for CWP works;
 - (£79k) projected increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges during 2023/24. This resulted in the method of apportionment being updated to reflect the latest up to date corporate information;
 - (£74k) increase in capital charges explained by the purchase of infrastructure assets such as new vehicles and investment on the WHP Playground equipment, both of which will be depreciated over their useful economic lives in line with the charity's accounting policies.

Staffing Statement

12. Analysis of the movement in staff related costs are shown in Table 2 below:

Table 2 - Staffing statement	Original Budget 2024/25		Latest Budget 2024/25		Original Budget 2025/26	
	Staffing	Estimated	Staffing	Estimated	Staffing	Estimated
	Full-time Equivalent	Cost £000	Full-time Equivalent	Cost £000	Full-time Equivalent	Cost £000
West Ham Park	12.84	(741)	12.84	(741)	13.44	(766)

Cyclical Works Programme

13. Table 3 below details the budgets held and proposed for the City Surveyor's CWP and building repairs & maintenance:

Table 3 – CWP & City Surveyor Local Risk West Ham Park	Original Budget 2024/25 £'000s	Latest Budget 2024/25 £000's	Original Budget 2025/26 £'000
Cyclical Works Programme (CWP)	-	(8)	(978)
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	(103)	(103)	(107)
Cleaning (City Surveyor Local Risk)	(13)	(13)	(13)
Total CWP and City Surveyor – West Ham Park	(116)	(124)	(1,098)

Draft Capital and Supplementary Revenue Project budgets for 2025/26

14. The latest estimated costs of West Ham Park's current approved Capital and supplementary Revenue Projects are summarised in the table below:

Service	Project	Exp. Pre 01/04/23	2023/24	2024/25	2025/26	Later Years	Total
		£'000	£'000	£'000	£'000	£'000	£'000
West Ham Park	West Ham Park Nursery	227	110				337
West Ham Park	West Ham Park Playground	922	86		-		1008
TOTAL West Ham Park		1149	196	0	0	0	1345

15. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2025.

Conclusion

16. This report presents the Revenue and Capital budget estimates for 2025/26 for West Ham Park charity for Members to consider and approve.

Appendices

- Appendix 1 – Charity Summary Budget – by Risk and Chief Officer
- Appendix 2 – Movement Between 2024/25 Original Budget and 2025/26 Original Budget – West Ham Park

Niranjan Shanmuganathan

Chamberlain's Department

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Charity Summary Budget – West Ham Park

Analysis of Service Expenditure	Local or Central Risk	Actual 2023/24 £'000	Original Budget 2024/25 £'000	Latest Budget 2024/25 £'000	Original Budget 2025/26 £'000	Movement 24/25 OR to 25/26 OR £'000	Notes
EXPENDITURE							
Employees	L	(681)	(741)	(741)	(766)	(25)	
Premises Related Expenses	L	(90)	(63)	(73)	(76)	(13)	
City Surveyor – All Services	L	(146)	(116)	(124)	(1,098)	(982)	1
Transport Related Expenses	L	(28)	(24)	(24)	(25)	(1)	
Supplies & Services	L	(144)	(118)	(153)	(112)	6	
Supplies & Services	C	(7)	-	-	-	-	
Support Services	C	(1)	-	-	-	-	
Transfer to Reserves (Capital)	C	(7)	-	-	-	-	
Capital Charges - Depreciation	C	(26)	(10)	(10)	(84)	(74)	2
Total Expenditure		(1,130)	(1,072)	(1,125)	(2,161)	(1,089)	
INCOME							
Other Grants, Reimburse & Cont.	L	20	1	1	1	-	
Other Grants, Reimburse & Cont. (Funding for Capital Purchases)	C	7	-	-	-	-	
Customer, Client Receipts	L	287	309	309	329	20	
Investment Income	C	-	1	1	1	-	
Total Income		314	311	311	331	20	
TOTAL NET INC/(EXP) BEFORE SUPPORT SERVICES		(816)	(761)	(814)	(1,830)	(1,069)	
SUPPORT SERVICES							
Central Support Services		(258)	(204)	(204)	(283)	(79)	3
Recharges Within Fund		(175)	(217)	(228)	(236)	(19)	
Total Support Services		(433)	(421)	(432)	(519)	(98)	
TOTAL NET INC/(EXP)		(1,249)	(1,182)	(1,246)	(2,349)	(1,167)	

Notes:

1. (£982k) increase in budgets managed by the City Surveyor. This is explained by (£978k) additional expenditure for projects forming part of the Cyclical Works Programme (CWP) as a result of a re-phasing of works. This is in addition to a (£4k) increase in the cost of the corporate contract for building repairs and maintenance and cleaning.
2. (£74k) increase in capital charges explained by the purchase of infrastructure assets such as new vehicles and investment on the WHP Playground equipment, both of which will be depreciated over their useful economic lives in line with the charity's accounting policies.
3. (£79k) projected increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges during 2023/24. This resulted in the method of apportionment being updated to reflect the latest up to date corporate information.

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Appendix 2

Movement between 2024/25 Original Budget and 2025/26 Original Budget

West Ham Park	£000
Original Budget 2024/25	(1,182)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2024/25	(752)
Executive Director Environment	
2% uplift for inflation	(13)
City Surveyor	
Re-phasing of projects falling under Cyclical Works Programme	(978)
Planned & Reactive Works including Cleaning	(4)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2025/26	(1,747)
Central Risk	
Original Net Central Risk Budget (Executive Director Environment) 2024/25	(9)
Additional depreciation for newly acquired capital assets	(74)
Original Net Central Risk Budget (Executive Director Environment) 2025/26	(83)
Recharges	
Original Recharges Budget 2024/25	(421)
Increased recharges for support services from corporate departments	(79)
Additional recharges from Natural Environment Directorate and Learning Team	(19)
Original Recharges Budget 2025/26	(519)
Original Budget 2025/26	(2,349)

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Committee(s): West Ham Park Committee	Dated: 06/02/2024
Subject: Operational Finance Progress Report 2024/25 (Quarter 3 April - December) – West Ham Park Charity	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 9 (April – December) 2024/25 for the West Ham Park charity (charity registration number: 206948) and sets out the charity’s revenue operating budget position to date and projected year-end outturn, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds held and other relevant finance information relevant to the charity.

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

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. In order to improve financial reporting related to the West Ham Park charity (charity registration no: 206948), a set of financial appendices and commentary has been produced to enable greater clarity of revenue and capital budgets, reserve balances and other financial information needed to allow greater scrutiny of the financial performance of the charity as well as to provide assurance that the Executive Director Environment remains within her overall local risk resources for 2024/25.
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 quarterly basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance.

- 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

- The latest budget for West Ham Park charity for 2024/25 currently amounts to (£1.151m) net expenditure. As at December 2024, actual net expenditure amounted to (£656k), with a current forecast outturn for 2024/25 of (£1.290m) net expenditure. This amounts to a projected net overspend of £139k, equivalent to 12.08% of total budget.
- 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 – December 2024

	Latest Budget	Actual - December 2024	Forecast Outturn	Budget Variance	Percentage Variance
	£'000s	£'000s	£'000s	£'000s	%
Gross Expenditure	(1,469)	(888)	(1,619)	(150)	10.21%
Gross Income	318	232	329	11	3.46%
Net Expenditure	(1,151)	(656)	(1,290)	(139)	12.08%

Expenditure

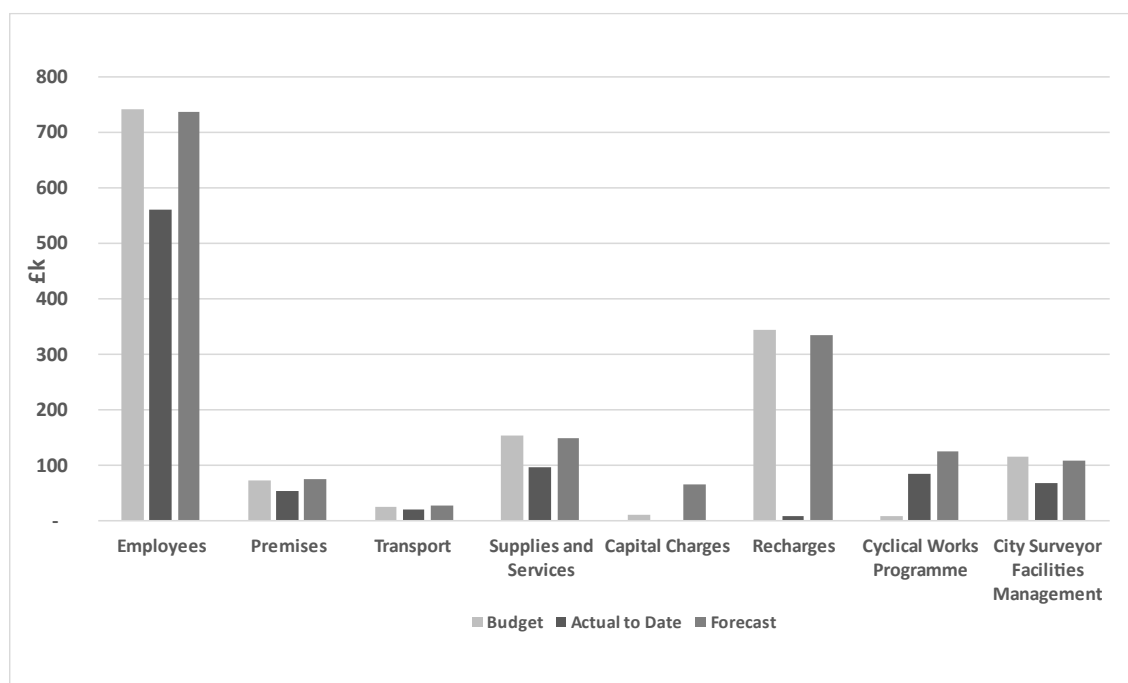
- A breakdown and analysis of the latest gross expenditure position for 2024/25 is set out in Table 2 below:

Table 2 – Expenditure Summary – December 2024

	Latest Budget	Actual - December 2024	Forecast Outturn	Budget Variance	Percentage Variance
	£'000s	£'000s	£'000s	£'000s	
Direct Operating Budgets	(1,001)	(729)	(1,053)	(52)	5.19%
Recharges and Support Services	(344)	(9)	(333)	11	3.20%
City Surveyor Repairs and Maintenance	(124)	(150)	(233)	(109)	87.90%
Total Gross Expenditure	(1,469)	(888)	(1,619)	(150)	10.21%

7. As shown in Table 2, total gross expenditure to the end of December 2024 amounted to (£888k), amounting to 60.45% of the total gross expenditure budget for 2024/25 of (£1.469m). Graph 1 below also provides a graphical summary of the categories of expenditure incurred by the charity for April to December 2024.

Graph 1 – Expenditure Categories – April to December 2024



8. The charity is currently forecasting total gross expenditure for 2024/25 of (£1.619m), a projected overspend of £150k (10.21%) compared with a total gross expenditure budget of (£1.469m). This overspend is primarily explained by the following:

- (£117k) projected overspend in CWP Repairs and Maintenance
- (£56k) increase in capital charges due to depreciation of the WHP Playground;
- (£10k) increase in consultancy costs to support the WHP management plans and user analysis ;
- (£8k) overspend as a result of increases in council tax for 2024/25;
- £5k underspend due to vacancy of Head of Business Development role currently being recruited;
- £8k projected underspend in relation to the Building, Repairs and Maintenance contract overseen by City Surveyor's;
- £11k reduced Directorate recharge f due to lower than expected Natural Environment Directorate spend;
- £15k saving in third party payments not required. Nothing will be budgeted for in 2025/26.

Income

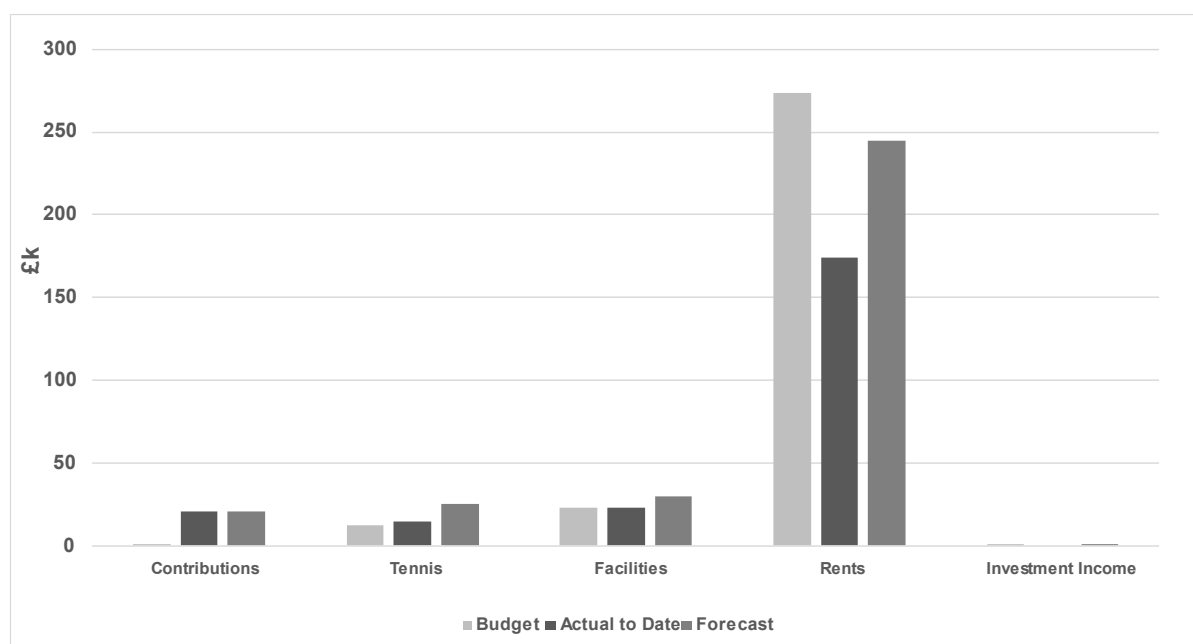
9. A breakdown and analysis of the latest gross income position for 2024/25 is set out in Table 3 below:

Table 3 – Income Summary — December 2024

	Latest Budget	Actual - December 2024	Forecast Outturn	Budget Variance	Percentage Variance
	£'000s	£'000s	£'000s	£'000s	%
Direct Operating Budgets	311	232	322	11	3.54%
Recharges and Support Services	7	0	7	0	0.00%
Total Gross Income	318	232	329	11	3.46%

10. As shown in Table 3, total income to the end of December 2024 amounted to £232k, amounting to 72.96% of the total gross income budget to be achieved for 2024/25 of £318k. Graph 2 below also provides a graphical summary of the categories of income generated by the charity for April to December 2024

Graph 2 – Income Categories – April to December 2024



11. The charity is currently forecasting gross income for 2024/25 of £329k, amounting to £11k in extra income (3.46%) compared with a total gross income budget of £318k for the current financial year. This is largely explained by the following:

- £20k additional grant funding for WHP 150th celebration;
- £13k extra income for tennis income due to increase in fees charged;
- £7k additional income achieved from school sports and filming;
- (£29k) reduction in rental income which is expected to match with income achieved in 2023/24.

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.
13. Out of a current approved budget of £1.345m, £1.148m has been spent or committed to date, leaving a remaining budget of £196k to progress the various projects to the next project gateway or release of further capital funds.

Table 4 – Live Capital Projects

Capital Projects - West Ham Park	Total Estimated Cost of Project	Current Approved Budget	Prior Year Actual Spend	In Year Actual Expenditure	In Year Committed Expenditure	Current Approved Budget Unspent
	£'s	£'s	£'s	£'s	£'s	£'s
West Ham Park Nursery	337,035	337,035	226,774	0	0	110,261
West Ham Park Playground	921,540	1,007,519	921,540	0	0	85,979
TOTAL WEST HAM PARK	1,258,575	1,344,554	1,148,314	0	0	196,240

14. Whilst Table 4 shows there is currently an available balance of £110k remaining in the West Ham Park Nursery Capital project, the overall West Ham Park Nursery project has an available balance of £35k remaining. This is a result of an overspend of £75k from funds of £258k received from the Operational Property reserve (OPR) that was made available to the Nursery project.

Outstanding Invoiced Debts

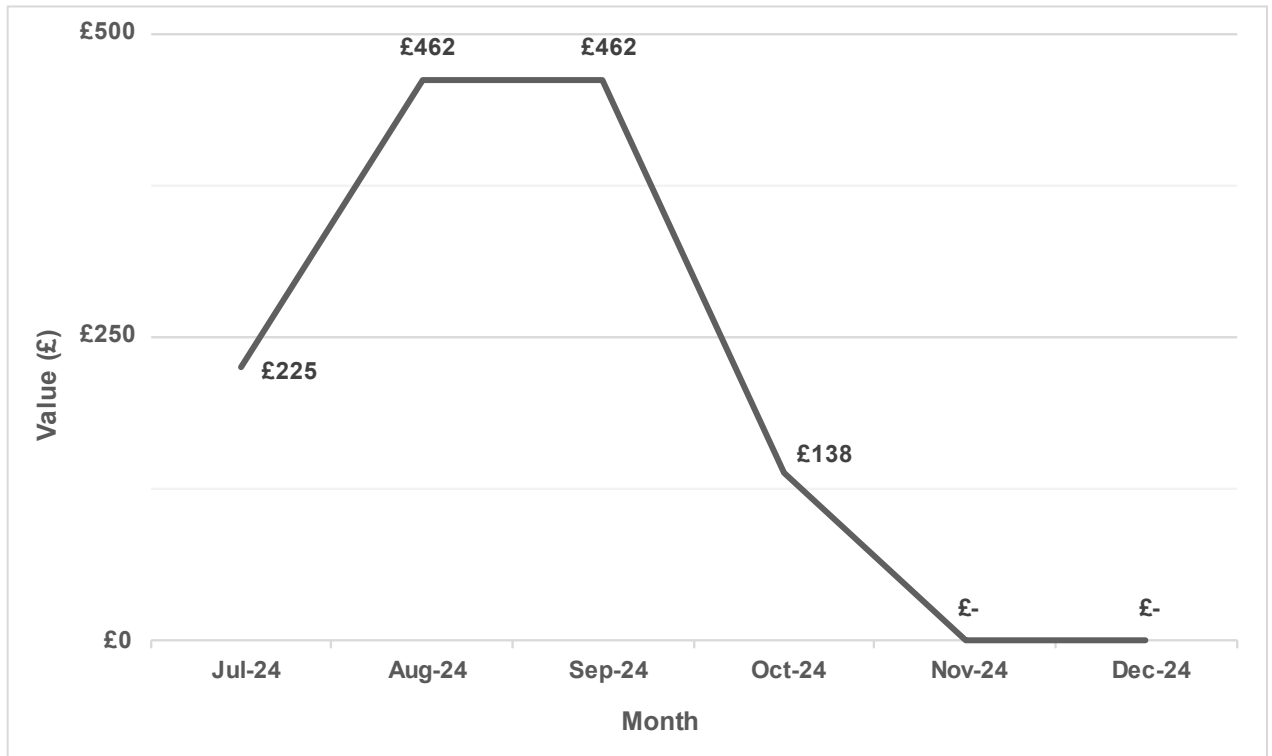
15. At the end of December 2024, total outstanding invoiced debt was £360, with no current outstanding debts over 120 days.

16. 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 – December 2024

Age of Debt	Outstanding Debts	% of Total Debt Outstanding
0-30 Days	£360	100.00%
31-60 Days	£0	0.00%
61-90 Days	£0	0.00%
91-120 Days	£0	0.00%
121-365 Days	£0	0.00%
Over 365 Days	£0	0.00%
Total Outstanding Debts	£360	100.00%

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



17. Current outstanding debts over 120 days amount to £Nil.

Charity Reserve Funds

18. Table 6 below provides a summary of the different reserves held by West Ham Park charity as at the end of December 2024, including movements in restricted reserve funds since the start of 2024/25:

19. Further detail is provided in Appendix 2 which lists the individual restricted, unrestricted and designated funds held by West Ham Park charity. It details the opening balance for 2024/25 and any movements in the current financial year to date. Appendix 2 also provides a technical definition for each of the different types of reserve funds held.

Table 6 - Reserve Funds Summary – December 2024

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

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 as 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.

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

West Ham Park	2020/21	2021/22	2022/23	2023/24	2024/25 (Est.)
	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Expenditure	(1,522)	(1,336)	(1,343)	(1,519)	(1,428)
Cyclical Works Expenditure	(90)	(65)	(110)	(31)	(125)
Capital Expenditure		(148)	(792)	(7)	(195)
Gross Income	324	290	286	323	322
Total Contribution from City of London - West Ham Park	(1,288)	(1,259)	(1,959)	(1,234)	(1,427)

22. As can be seen from the Table 7, 2023/24 saw a decrease in the contribution from City's Estate to West Ham Park charity compared with the previous year 2022/23. This is largely due to capital expenditure being incurred on the playground project during 2022/23 which required an increase in the level of deficit funding provided by City's Estate for that financial year only. Additionally, CWP expenditure reduced in 2023/24 due to the profiling of the programme. These reductions were partly offset by increases in expenditure mainly due to an increase in gross expenditure driven by significant increases in premise cost such as energy, water and equipment for grounds maintenance.
23. Table 7 indicates an increase in the forecasted contribution required from City's Estate for 2024/25 compared with the previous financial year 2023/24 due to an increase in capital expenditure and cyclical works expenditure planned by the City Surveyor.
24. Members should note that alternatives to the charity's current funding model proposed by the Corporation's Natural Environment Charity Review are being implemented. We will move to a grant on Local Risk budgets for West Ham Park

and Epping Forest from 1st April 2025 and use 2025/26 to undergo further work to understand what this level of grant looks like across Local Risk, Central Risk and Recharges, as well as capital and CWP. This will also be the case for the remaining six charities from 1st April 2026, with 2026/27 used to finalise the model.

Other Relevant Financial Issues

25. Members may wish to note that the current recharges reallocation process from the Learning Team is no longer to be recharged to the charities for either 2024/25 and 2025/26. This will have no impact on the overall financial position of City's Estate as the reduction in the charities net expenditure and required deficit funding will be offset by the costs shown directly within the Learning Team.
26. 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 report was originally presented to Finance Committee in September 2024 providing Members with a range of options on changes proposed to recharges for 2024/25 and future years. Finance Committee requested this report to be revised and to be re-presented at a future Committee meeting. Further details will be provided to Members in due course once available, following agreement by Finance Committee.

Appendices

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

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

Contact

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West Ham Park - Operating Budget 2024/25

APPENDIX 1

FY 2023/24 Actuals £	West Ham Park	Latest Budget 2024/25 £	Actual to Date £	Projected Outturn 2024/25 £	Variance from Latest Budget 2024/25		
					£	%	
675,430	Direct Employees	731,000	549,425	726,000	(5,000)	-1%	1
6,042	Indirect Employees	10,000	10,037	10,000	0	0%	
1,125	Repairs and Maintenance	0	0	0	0	0%	
27,768	Energy Costs	20,000	13,546	20,000	0	0%	
225	Rent	0	1,677	0	0	0%	
15,868	Rates/Council Tax	14,000	22,089	22,000	8,000	57%	2
24,500	Water Services	15,000	11,033	15,000	0	0%	
4,784	Cleaning and Domestic Supplies	8,000	3,778	8,000	0	0%	
15,407	Grounds Maintenance Costs	16,000	1,998	10,000	(6,000)	-38%	3
89,676	Premises	73,000	54,122	75,000	2,000	3%	
27,622	Direct Transport Costs	23,000	18,691	27,000	4,000	17%	
163	Public Transport	1,000	92	1,000	0	0%	
27,786	Transport	24,000	18,783	28,000	4,000	17%	
89,612	Equipment, Furniture and Materials	62,000	43,997	62,000	0	0%	
40,574	Fees and Services	35,000	44,390	45,000	10,000	29%	4
13,491	Other	41,000	8,225	41,000	0	0%	
143,676	Supplies and Services	138,000	96,612	148,000	10,000	7%	
630	Transfer to Reserve	0	0	0	0	0%	
650	Third Party Payments	15,000	0	0	(15,000)	0%	5
0	Contingency	0	0	0	0	0%	
943,890	Total Expenditure (Local Risk)	991,000	728,979	987,000	(4,000)	0%	
(20,437)	Other Grants, Reimbursements and Contribs	(1,000)	(20,542)	(21,000)	(20,000)	-2000%	6
(21,369)	Tennis	(12,000)	(14,648)	(25,000)	(13,000)	-108%	7
(21,951)	Facilities & Other Fees and Charges	(23,000)	(22,880)	(30,000)	(7,000)	-30%	8
(244,039)	Rents etc	(274,000)	(173,911)	(245,000)	29,000	11%	9
(307,796)	Total Income (Local Risk)	(310,000)	(231,981)	(321,000)	(11,000)	-4%	
636,095	Total Net Expenditure - Local Risk	681,000	496,998	666,000	(15,000)	-2.20%	
	Central Risk						
6,930	Audit Fees	0	0	0	0	0%	
650	Support Services	0	0	0	0	0%	
25,659	Capital Charges	10,000	0	66,000	56,000	560%	10
33,239	Total Expenditure (Central Risk)	10,000	0	66,000	56,000	560%	
	Contributions	0	0	0	0	0%	
0	Investment Income	(1,000)	0	(1,000)	0	0%	
0	Total Income (Central Risk)	(1,000)	0	(1,000)	0	0%	
33,239	Total Net Expenditure - Central Risk	9,000	0	65,000	56,000	622%	
	Recharges						
	Support Services						
151,726	Support Services	118,000	0	118,000	0	0%	
38,000	Surveyors' Employee Recharge	40,000	0	40,000	0	0%	
52,539	IT Recharge	28,000	0	28,000	0	0%	
9,781	Premises Insurance	10,000	7,496	10,000	0	0%	
573	Engineering Insurance	1,000	140	1,000	0	0%	
803	Transport Insurance	1,000	200	1,000	0	0%	
4,803	Liability Insurance	6,000	1,049	6,000	0	0%	
258,226	Total Support Services	204,000	8,884	204,000	0	0%	
196,049	Recharges Within Fund (Natural Environment Directorate)	140,000	0	129,000	(11,000)	-8%	11
454,275	Total Expenditure (Recharges)	344,000	8,884	333,000	(11,000)	-3%	
(21,547)	Recharges Within Fund (Corporate and Democratic Core)	(7,000)	0	(7,000)	0	0%	
(21,547)	Total Income (Recharges)	(7,000)	0	(7,000)	0	0%	
432,728	Total Net Expenditure - Recharges	337,000	8,884	326,000	(22,000)	-7%	
30,688	City Surveyor's - Cyclical Works Programme	8,000	83,312	125,000	117,000	1463%	12
87,968	City Surveyor's Repairs and Maintenance	103,000	47,870	76,871	(26,129)	-25%	
27816.84	City Surveyor's Cleaning and Pest Control	13,000	18,604	31,603	18,603	143%	
115,785	City Surveyor's - Facilities Management	116,000	66,474	108,474	(7,526)	-6%	13
1,248,534	Total Net Expenditure	1,151,000	655,668	1,290,474	139,474	12.12%	

Notes:

- 1 Underspend due to vacancy of Head of Business Development role currently being recruited.
- 2 Overspend on council tax as a result of increases in council tax for 2024/25.
- 3 Outturn reduced by £6k to meet existing demands
- 4 Projected overspend as a result of increased consultancy services usage
- 5 No Third party payments expected
- 6 £20k additional grant funding for WHP 150th celebration
- 7 Tennis income expected to match income received in 23/24
- 8 Additional income achieved from school sports and filming.
- 9 Rent forecasted to be in line with 2023/24
- 10 WHP Playground to be depreciated due to asset is currently active
- 11 Directorate recharge forecast adjusted against YTD Natural Environment Directorate spend
- 12 Projected overspend in CWP Repairs and Maintenance
- 13 Projected underspend in relation to the Building, Repairs and Maintenance contract overseen by City Surveyor's.

Charity Funds - December 2024

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

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

Unrestricted Fund - incoming resources that become available to a charity and can be applied by the Trustee

Designated (Unrestricted Fund) - are those unrestricted funds which have been set aside by the Trustee for an essential spend or future purpose. Whilst there is no legal restriction on their use for general purposes, and they can be undesignated by those acting on behalf of the Trustee at any time, these funds are effectively 'ring-fenced' and no longer form part of your free reserves/general funds. Designated funds must be spent within a reasonable period of time and should not be held for the long term.

Endowment - these are funds of the charity that must be invested and are intended to be held for the long term. There are two classes of endowment:

Permanent Endowment - must be invested and held in perpetuity. These funds can either be invested to provide income to support the charity's purposes. The other class of permanent endowment is a functional permanent endowment where assets must be retained and used for the charity's purposes.

Expendable Endowment - an expendable endowment fund is a fund that must be invested to produce income, but the Trustee has the power to convert all or part of it into an income fund which can then be spent.

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