



West Ham Park Committee

Date: THURSDAY, 3 JULY 2025
Time: 9.30 am
Venue: COMMITTEE ROOMS - 2ND FLOOR WEST WING, GUILDHALL

Members:

James St John Davis (Chair)	Rebecca Adlington
Charles Edward Lord, OBE JP (Deputy Chair)	Catherine Bickmore
Deputy Anne Corbett	Rafe Courage
Karina Dostalova	Tim Hodgson
Deputy Caroline Haines	Justin Meath-Baker
Wendy Mead OBE	Councillor Jane Lofthouse
Deputy Benjamin Murphy	Councillor John Whitworth
William Upton KC	

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain matters for information will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting.

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public minutes and non-public summary of the previous meeting held on Thursday 1 May 2025.

For Decision
(Pages 5 - 14)

4. **ASSISTANT DIRECTOR'S REPORT**

Report of the Executive Director, Environment.

For Information
(Pages 15 - 42)

5. **RISK MANAGEMENT UPDATE**

Report of the Executive Director, Environment.

For Decision
(Pages 43 - 54)

6. **REVENUE OUTTURN 2024/25**

Report of the Chamberlain and Executive Director, Environment.

For Information
(Pages 55 - 60)

7. **NATURAL ENVIRONMENT CHARITY REVIEW – UPDATE ON FUNDRAISING WORKSTREAMS**

Report of the Chamberlain and Executive Director, Environment.

For Information
(Pages 61 - 66)

8. **NATURAL ENVIRONMENT CHARITY REVIEW - CHARITY ASSETS UPDATE FOR WEST HAM PARK**

Report of the Chamberlain and Executive Director, Environment.

For Information
(Pages 67 - 76)

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

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

11. **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

Non-public Agenda

12. **NON PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on Thursday 1 May 2025.

For Decision
(Pages 77 - 78)

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

Report of the Executive Director, Environment.

For Decision
(Pages 79 - 84)

14. **CITY CORPORATION GOVERNANCE OF THE NATURAL ENVIRONMENT
CHARITIES – UPDATE ON PLANNED CHANGES**

Report of the Chamberlain and Executive Director, Environment.

For Information
(Pages 85 - 176)

15. **COMPLEMENTARY LAND POLICY AND ASSETS APPRAISAL**

The Committee to receive a presentation from the Environment Department.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

WEST HAM PARK COMMITTEE Thursday, 1 May 2025

Minutes of the meeting of the West Ham Park Committee held at Committee Rooms
- 2nd Floor West Wing, Guildhall on Thursday, 1 May 2025 at 11.00 am

Present

Members:

James St John Davis (Chair)
Charles Edward Lord OBE JP (Deputy Chair)
Deputy Caroline Haines
Wendy Mead OBE
William Upton KC
Catherine Bickmore
Tim Hodgson
Councillor Joy Laguda MBE
Justin Meath-Baker

In attendance:

Anne Corbett (attended online)
Deputy Benjamin Murphy (attended online)

Officers:

Niranjan Shanmuganathan	- Chamberlain's Department
Jack Joslin	- City Bridge Foundation
Joseph Smith	- Corporate Strategy and Performance
Katie Stewart	- Executive Director, Environment
Emily Brennan	- Environment Department
Andrew Impey	- Environment Department
William LoSasso	- Environment Department
Charlotte Williams	- Environment Department
Ben Dunleavy	- Town Clerk's Department
Callum Southern	- Town Clerk's Department
Zoe Williams	- Town Clerk's Department

1. APOLOGIES

At the outset of the meeting, Wendy Mead OBE, as senior Member present, was moved into the Chair.

Apologies were received from Rafe Courage and Councillor John Whitworth.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

There were no declarations.

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

RESOLVED – That, Members received the Order of the Court appointing the Committee.

4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chair in accordance with Standing Order No. 28. James St John Davis, as the only Member expressing their willingness to serve, was duly elected as Chairman for the ensuing year and took the Chair.

RESOLVED – That, James St John Davis be elected Chair of the West Ham Park Committee for the ensuing year.

The Chair thanked the Committee and made opening remarks about their upcoming tenure as Chair.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee proceeded to elect a Deputy Chair in accordance with Standing Order No. 29. The Town Clerk informed the Committee that Catherine Bickmore and Charles Edward Lord OBE JP had both expressed a willingness to serve, and that a ballot was therefore necessary.

A ballot having been taken, votes were cast as follows:-

Catherine Bickmore - 5

Charles Edward Lord OBE JP - 6

Charles Edward Lord OBE JP, having received the majority of votes, was duly elected as Deputy Chair for the ensuing year. The Deputy Chair thanked the Committee for its support and made introductory remarks.

RESOLVED – That, Charles Edward Lord OBE JP be elected as Deputy Chairman of the West Ham Park Committee.

Wendy Mead OBE moved a vote of thanks to Deputy Caroline Haines, the outgoing Chair.

RESOLVED – That, Members of the West Ham Park Committee wish to place on record their sincere appreciation to

CAROLINE HAINES

for her unwavering dedication and dynamic leadership as Chair of the Committee since May 2022.

Caroline has been instrumental in driving numerous initiatives that had significantly benefitted the park and its community.

Throughout her tenure, Caroline has championed various projects, including the grand opening of the playground in March 2023, the installation of a new cricket square, and the planting of a Giant Redwood as part of Queen Elizabeth II's Green Canopy initiative. Her efforts extended to organising the 150th anniversary event, securing sponsorships and fostering participation from key stakeholders such as the England and Wales Cricket Board and West Ham United Football Club.

Caroline's commitment to social mobility, equality, and inclusion has been evident through her support for apprentices, volunteers, and various community programs. Her leadership has ensured that West Ham Park remains a vibrant and welcoming space for all.

As we bid farewell to Caroline as our Chair, we acknowledge her gracious, energetic, and good-humoured approach to her role. We wish her continued success in her future endeavours within the City Corporation and beyond. Caroline, your passion and dedication have truly made a lasting impact on West Ham Park and its community.

Thank you, Caroline, for your dedication and service!

6. **MINUTES**

RESOLVED – That, the public minutes and non-public summary of the previous meeting held on 6 February 2025 be agreed as a correct record of the meeting.

7. **ASSISTANT DIRECTOR'S REPORT**

The Committee received a report of the Executive Director of Environment which provided an update on matters relating to West Ham Park since the last Committee meeting on 6 February 2025.

The Assistant Director introduced the report and made a clarification regarding a typographical error in an appendix, noting that the annual membership fee for the cricket nets had increased with inflation by 2.7 percent, in line with other fees.

A Member shared that they had received numerous messages of appreciation from the community following the Eid Prayers. They expressed gratitude to the local community for leaving the park in an excellent condition after the event and extended thanks to the teams involved in organising and supporting the event.

The Member also congratulated the learning team on their strong engagement figures, highlighting the improvements that had been made since the COVID-19 pandemic. They noted that the learning team served as the interface with local communities and other groups such as sports clubs.

A Member expressed their appreciation for seeing people enjoying and respecting the park. They also raised a concern about the height of the hedges in the community garden, noting that they were obstructing views into the area. Another Member suggested that the hedges may not have been trimmed due to bird nesting in the hedge during that time of year. Officers later confirmed that hedge cutting would take place in autumn, following the end of the bird nesting season.

In relation to the soil compaction testing of trees used to assess the benefits of soil work on tree health at West Ham Park, a Member inquired about the duration of the effects from soil decompaction. Officers noted that they would discuss this with the Arboriculture team and provide a response in due course.

A Member congratulated the Assistant Director on their leadership in the work of West Ham Park. The Member noted that there had been discussions about how there could be engagement with local authorities to promote the work the City Corporation was doing in its open spaces to the local Newham residents. The Member queried whether there would be the opportunity to include West Ham Park in these communications. The Executive Director responded that they were engaged with the London Borough of Newham and had a good relationship with the Executive Director and Officers there. They noted they were in the process of scheduling a further conversation with Newham Officers on this matter. Officers acknowledged that they would be pleased to host people at the park. With regard to communications, Officers noted that they were working on individual communication plans for each of the North London Open Spaces.

A Member noted the toilet refurbishment programme and asked Officers when they expect the toilets to be upgraded. Officers responded that they were liaising with the City Surveyor's department who were obtaining quotes from suppliers and contractors. Officers noted that once they knew the cost they would be able to provide an update.

RESOLVED – That, Members received the report and noted its contents.

8. RISK MANAGEMENT UPDATE REPORT

The Committee considered a report of the Executive Director of Environment which sought to provide assurance that risk management procedures in place within the Environment Department and its Natural Environment Division, which included West Ham Park, were satisfactory and met the requirements of the Corporate Risk Management Framework and the Charities Act 2011.

A Member sought clarification on whether condition surveys had been completed for all assets. Officers explained that condition surveys were conducted at regular intervals, rather than on a rolling basis. They added that they would liaise with the City Surveyor's department to confirm which condition surveys had been undertaken recently.

In response to the Member's query about the grant funding model, Officers clarified that the transition referenced in the risk register pertained only to the local risk budget. They explained that the more complex transfer of other elements, such as the cyclical works budget and other major project funding, was being developed with the Chamberlain's and City Surveyor's department.

The Chair suggested that it would be beneficial for Members to receive a briefing on the grant funding model prior to its consideration by the Committee. The Member agreed, noting that it would be helpful for the Committee to have an explanation to clarify why the Committee was transitioning to this funding model. Another Member, also the Deputy Chair of the Epping Forest and Commons Committee, noted that West Ham Park's inclusion in the initial review of the model had been carefully considered. They explained that its inclusion was due to its unique status as the City Corporation's largest urban park. The Member acknowledged the need for greater clarity around the process for all Members.

RESOLVED – That, Members confirmed, on behalf of the City Corporation as Trustee, that the Risk Register appended to the report satisfactorily set out the key risks to the charity and that appropriate systems were in place to identify and mitigate risk.

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

The Committee considered a report of the Executive Director of Environment which provided an updated draft of the first five-year business plan for West Ham Park.

A Member asked for further details on the matter of identifying a location for food and beverage offering. Officers responded that they wanted to institute a food and beverage offer in the park as there was no dedicated café building. They noted that this would likely be a mobile provision. Officers explained that they would be prioritise identifying a suitable location for the provision of food and beverage this year.

The Member also asked for an update on the Padel courts in the tarmac area of West Ham Park. Officers responded that they had been considering the tarmac area and other possible locations for the development of Padel courts in the park. They noted they were not currently considering the tennis courts as a potential location. Officers explained they would consult with local park users and community groups before this was taken further.

A Member asked Officers to consider whether Pickleball could be accommodated in these courts. Officers acknowledged the popularity of Pickleball and responded they would consider this and respond to the Member in due course.

In response to a query about the reinstatement of a planning consultant, Officers responded that they would be engaging with a planning consultant, and they were in the process of finalising the specifications of this.

A Member queried whether they should expect a management plan to follow the five-year business plan. They noted that the format of the plan made it challenging to distinguish between ongoing conservation and maintenance activities, and the value-added initiatives. Officers responded that the new management plan was agreed in February 2025. The Officer noted that the business plan was a separate document that presented how the management plan and the unique work streams would be delivered. They further explained that the five-year business plan reflected the discrete projects and unique work streams that were not yet business-as-usual.

The Member also queried how the previously agreed prioritisation framework was reflected in the plan. Officers explained that the framework would be applied as new work was proposed. They clarified that the current plan was intended to outline what staff could realistically deliver across the North London Open Spaces, based on existing capacity. Officers noted that the prioritisation framework would be incorporated more as the plan evolved and additional workstreams were introduced. They acknowledged that further detail would be added once more information became available regarding project delivery timelines and requirements. They concluded that the prioritisation plan was not entirely integrated into the five-year plan at this stage as they believed the workstreams that were prioritised for the next five years could be delivered.

RESOLVED – That, Members reviewed and approved the West Ham Park five-year business plan provided at Appendix 1 of the report.

10. TERMS OF REFERENCE FOR THE NATURAL ENVIRONMENT COMPLEMENTARY LAND POLICY AND COMPLEMENTARY LAND USE APPRAISAL

The Committee discussed a report of the Executive Director of Environment which proposed the scope and terms of reference for two specific pieces of work to review and improve management of the development of an updated Complementary Land Policy, and a Complementary Land Use Appraisal.

In response to clarification sought by a Member, Officers confirmed that there was no complementary land within West Ham Park and the only time the policy could apply to West Ham Park would be if the City Corporation acquired additional land that was bordering the park.

RESOLVED – That, Members received the report and noted its contents.

11. TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES - PROJECT UPDATE AND GOVERNANCE ARRANGEMENTS FOR IMPLEMENTATION PHASE

The Committee received a report of the Executive Director of Environment which provided an update on project governance arrangements as the work transitioned to implementation phase.

In response to a Member's question about work on asset ownership, Officers responded that the original plan was to build asset registers for each of the charities, and this did not include the complementary land. They explained that work had been completed on the West Ham Park and Epping Forest asset lists and a report on these would be brought to the next Committee meeting.

The Member also reiterated their previous request for greater clarity regarding the transition to the grant funding model. Officers responded that a detailed paper on the grant funding model would be presented at the Committee's next meeting. They explained that the decision had been developed in consultation with relevant committees, senior officers across the City Corporation, and various consultative groups. Officers also noted that over the past two years, Member briefings had been held to support the transition, during which feedback from Members was actively considered.

Another Member emphasised the importance of reviewing external and internal communications to ensure that Members of the Committee who were not Members of the Court of Common Council received the same background information. Additionally, a Member highlighted the need for transparency around which matters fall under the remit of other committees, such as the Policy & Resources Committee and the Finance Committee.

RESOLVED – That, Members:

- Noted the work to date on implementation of improvements identified by the NECR across assets, grant funding, governance and income generation.
- Noted the upcoming reporting schedule to bring detailed updates on these four areas.

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

The Committee received a report of the Chamberlain and the Executive Director of Environment which presented the final version of the Trustee's Annual Report and Financial Statements for the year ended 31 March 2024 for West Ham Park.

The Deputy Chair requested that the Chamberlain include the names of the Members on the West Ham Park Committee in the 2024/25 Annual Report, as it had been done for Hampstead Heath. Officers responded that they would follow up to confirm this could be included moving forward. Another Member noted that the content of these reports was under the remit of the Audit and Risk Management Committee. They suggested that it may be appropriate to raise such matters at that Committee. The Chair responded they would raise the matter in the Audit and Risk Management Committee to consider for the reporting of the next financial year.

A Member noted that there were a number of elements in the report that were not relevant to the West Ham Park Committee. They requested that the report

be made relevant to the Committee, rather than using the standard template. The Chair commented that this was being considered as part of the Natural Environment Charity Review. They noted that they would need to achieve a compromise that included the essential information for West Ham Park, while limiting the information that was not relevant from a charity perspective.

A Member expressed concern that the decrease in funds for the 2023/24 financial year was one third of the income of West Ham Park. They asked Officers how they intended to manage this. Officer noted that they would consider this and respond in due course.

RESOLVED – That, Members noted the Trustee’s Annual Report and Financial Statements for the 2023/24 Financial Year.

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

A Member requested a copy of the management plan for West Ham Park. They also queried whether the committee would receive an annual work plan, in addition to the management plan and the five-year business plan. Officers responded that the annual work plan was not included in the Committee papers as it was highly operational and included repetitive tasks such as hedge trimming and picking up litter.

Another Member asked when the Conservation Management Plan would be updated. Officers responded that they were aware of the need to update the conservation management plan, and it would be included the five-year business plan.

With regard to the achievements and performance listed in the West Ham Park Trustee’s Annual Report and Financial Statements for the year ended 31 March 2024, a Member asked whether any targets had not been met during the reporting period. Officers responded that while they had intended to introduce a food and beverage provision in West Ham Park in the previous year, this target was deferred to the current year due to time and capacity constraints.

A Member, also the Chairman of the Epping Forest and the Commons Committee, suggested that it would be helpful to have a Sharepoint site where Members could have easy access to documents such as the management plans.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.

There was no urgent business.

15. EXCLUSION OF THE PUBLIC

RESOLVED – That, the following matters relate to business under the remit of the Court of Common Council acting for the City Corporation as charity Trustee, to which Part VA and Schedule 12A of the Local Government Act 1972 public

access to meetings provisions do not apply. The following items contain sensitive information which it is not in the best interests of the charity to consider in a public meeting (engaging similar considerations as under paragraphs 3 and 5 of Schedule 12A of the 1972 Act) and will be considered in non-public session.

16. **NON-PUBLIC MINUTES**

RESOLVED – That, the non-public minutes of the previous meeting held on 6 February 2025 be agreed as a correct record of the meeting.

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

There was one question discussed in non-public session.

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

There were no non-public items of urgent business.

The meeting ended at 12.14pm.

Chairman

Contact Officer: Zoe Williams
Zoe.Williams@cityoflondon.gov.uk

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City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 3 July 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 1 May 2025.

Recommendation

Members are asked to:

- Note the content of the report.

Main Report

Background

1. The Assistant Director's Report aligns with the four strategic themes of the West Ham Park Management Plan (2025-2035). Additional matters of interest and importance will be addressed under the "Additional Relevant Matters" section as needed.

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

2. The warm, dry weather has brought an increase in visitors to the park over the last couple of months, especially during weekends. The main tasks have included grass cutting and preparing the pitches for the grass cricket table, irrigating the beds and borders, weeding and adding organic mulch to the tree pits in the ornamental gardens.
3. Plans are underway to redesign and renew the shrub borders near the iris garden. Various climbing shrubs will be planted in the coming months to make a feature of the increased number of tree stumps, which are in the gardens.

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

4. The Gardening Team has a Level 2 Horticulture Apprentice who will complete her apprenticeship next April. Recruitment is underway to appoint a Level 3 Horticulture Apprentice who will learn and work alongside the Gardening Team, so the gardens continue to thrive and remain a place for quiet contemplation and relaxation for the local community, while providing a learning resource for upcoming open space professionals.
5. Green Flag and Green Heritage judging took place on Tuesday 13 May 2025. The judge was given a tour of the park by the Head of Operations and Parks and the Formal Parks Manager. The judge also met the Friends of West Ham Park and the Learning Team. Children from Park Primary School were planting a native hedgerow at Linden Gardens, and the Tree Team were also carrying out some decompaction work around a London plane tree, as part of the Carbon Removals Project. The Head Gardener also led the judge around the ornamental

gardens highlighting the Dr Fothergill interpretation in the Rose Garden. The official announcement date of the awards is Tuesday 15 July.

6. As reported previously, officers are using new equipment to de-compact soil as part of their approach to tree management. At the last meeting of the Committee, Officers were queried regarding the duration of impact from aeration of soils. The NLOS Tree Team is undertaking a study to determine the impact and duration of soil aeration, as well as the impact to trees. In collaboration with the City of London Corporation's Carbon Removals Project, the NLOS Tree Team will be undertaking an ongoing study of soil moisture, compaction and soil sampling, to aid in the understanding of the impact of environmental conditions that affect tree health at West Ham Park. The core of the study will involve analysing the soil conditions, then improving soil health, around the roots of two London plane trees located in the grass area between the office and the leaf dump to assess the benefits of soil work on the health of targeted trees.
7. Three trees have been identified for the study: two in average health and one in good health as a control. Each tree has had two sensors placed to monitor soil moisture and water balance in the xylem, one in the ground within the rooting area and one attached to the upper canopy. All three trees will have compaction testing with a penetrometer and soil samples taken before any remedial soil applications, this will then be repeated bi-annually to assess change. One tree will be subject to decompaction utilising a Vogt Geo injector incorporating air, compost tea and zeolite into the soil. One tree will be subject to decompaction utilising a Vogt Geo injector incorporating just air and water into the soil. One tree will be left as a control with just water application undertaken.
8. Additionally, targeted trees throughout the park which are in declining health will be targeted for similar soil amelioration work to aid improved rooting health.
9. The timeline for these works is as follows:
 - March 2025 - Sensors installed.
 - March/April 2025 - Penetrometer readings taken, then every two years for comparison.
 - May 2025 - Soil Sampling undertaken, then every two years for comparison.
 - June 2025 - Decompaction with Vogt Geo Injector and applications undertaken.

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.

10. The Team continues to have regular meetings with the Lawn Tennis Association (LTA) to discuss, develop and maximise the tennis provision and participation at West Ham Park. The next meeting has been arranged for the end of June. Padel and pickleball are on the agenda and will be discussed.
11. Pickleball is fast becoming one of the most popular racket sports in the world, as it brings together some of the best elements of tennis, badminton and table tennis, into a fun and exciting game for people of all ages and abilities. Up to four pickleball courts can fit into one tennis court and initial research has indicated that it's easy to set up, so Officers will discuss this sport with the LTA, investigate further and report back.
12. The cricket season is now underway with both mid-week and weekend matches taking place in the park. Both home teams—Amez and Bow Green—have been playing matches since the first week of April.
13. Two free swing boxes were installed at West Ham Park on 10 December 2023. Since their installation, the total number of users is 937, which equates to 4,162 hours of use. The repeat user rate is 72%. The reported improvement in mental health after ten sessions is 5.5%. One of the main reasons for users to engage with the swing boxes was not being able to afford alternative ways of exercising, which demonstrates the importance of these free and accessible facilities to the local community.
14. The London Cycling Festival, organised by London Cycling Campaign and London boroughs, brought together inclusive and family-friendly cycling events across London on 25 May. Newham was at the heart of the celebration, with a guided bike ride and events for residents including free pre-ride bike checks in West Ham Park. The main ride was to and from West Ham Park to Victoria Park and was very successful. It was a great opportunity for local residents to learn about some of the boroughs most cycle-friendly routes.
15. The City Schools Sports Day in the Park takes place on 19 June 2025. It has been organised by the Education Strategy Unit, Department for Community & Children's Services.
16. The London to Southend Bike Ride is 52 miles and will be held on 6 July 2025, starting from West Ham Park in Newham and ending in Priory Park, Southend.

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

17. The Gardening Team has developed a volunteer group of up to seven volunteers, who meet every Tuesday and Thursday, to carry out tasks in the gardens. The lead volunteer is the longest-serving volunteer who consults with the Head Gardener and organises the work for the wider volunteer team.
18. The Friends of West Ham Park organised the first community planting day on 18 May. The pollinator shrub planting took place on the mounds and whilst the numbers were lower than expected, all the planned planting was completed. Before the planting took place, the Park Team de-turfed and rotovated areas and added mulch and compost to improve the soil quality and water retention. Pollinator-friendly shrubs including buddleia, daphne, wild privet, berberis and common elder were planted.
19. Eid Prayer took place again on Friday 6 June in West Ham Park. It was organised by the UK registered charity Humanitarian & Saving Lives Trust. West Ham Park provides local residents of all ages, faiths, and backgrounds to come together to connect and enjoy nature, and this event brings together hundreds of people in a special moment of reflection, unity and joy.
20. Following the success of the 150th anniversary celebrations last July, the Friends of West Ham Park, with support from the Park Team, are organising another community event called 'Park Fest '25'. It will be held on Sunday 13 July 2025 from 1.00pm to 6.00pm. The event will celebrate the Park's 151-year anniversary as well as the Friends of West Ham Park's 20th year. The event will include workshops, family entertainment, sports coaching and activities, food stands and live music on the bandstand.
21. The Friends are organising and leading two public bats walks - on Friday 29 August and Friday 26 September 2025 - which are always very popular with the local community.
22. Newham's Biggest Leaf Pile has been planned for Sunday 16 November. It is the biggest and best community event of the year, but of course the date is dependent on leaf fall.

Additional relevant matters

23. George Irvin's Easter Fun Fair was in the park from 22 April to 6 May. It was a huge success and well attended by the local community. The Summer Fair will run from 21 July to 29 July 2025.

24. The recruitment and selection process is underway for the vacant Operative Ranger position. Business Services are in the process of recruiting a new Support Services Officer, who will support North London Open Spaces. The Officer will be based at West Ham Park but will also work across other sites.

Learning Team Update

25. April and May have been productive for the Natural Environment Learning Team, with over 1,000 primary school participants taking part in the outdoor learning programme. In addition to our regular learning workshops, such as orienteering and habitat exploration, the Team has supported local children to get involved and make a difference in the Park, with activities such as planting and making a hibernaculum.

26. The Learning Team's project for children with special educational needs and disabilities (SEND) continues to provide tailored, long-term nature-based learning experiences for children to explore, play and learn in nature while gaining the wellbeing benefits associated with being in nature. The Learning Team has funding from the City's Cultural and Creative Learning Fund to staff and resource the project. Feedback from schools has been very positive.

27. In addition, the Learning Team youth programme has engaged young people from 'IntoUniversity', a charity supporting young people from disadvantaged neighbourhoods to attain their aspiration, and 'Ambition, Aspire, Achieve', a charity dedicated to supporting young people in Newham, with a particular focus on those most in need—including those with disabilities or additional needs.

City Surveyor's Update

28. In furtherance of supporting Members' understanding of the structure and ways of working of the City Surveyor's Department (CSD), CSD has provided a summary of its activities below that support West Ham Park, which is grouped into two programmes that support the Park: the Planned Preventive Maintenance & Repairs Programme and the Cyclical Works Programme (CWP).

Planned Preventive Maintenance & Repairs

- a. Planned preventative maintenance and reactive repair work addresses unexpected damage or wear that disrupts normal operations and functionality. This function is delivered by the 'Facilities Management Team' at CSD, which falls under the remit of the City Surveyor's Department's 'Operations Group Director'. This function is not part of the CWP.
- b. CSD's policy is to undertake preventative maintenance on assets, which is maintenance that is carried out at pre-determined intervals or according to prescribed criteria, and which is intended to reduce the probability of failure or the degradation of the functioning of an item. 'Planned Preventative Maintenance' is further defined as maintenance activities that are carried out with forethought, control and records to a pre-determined plan, based on the results of condition surveys. This method aims to avoid or to mitigate the 'consequences of failure' and to minimise maintenance-induced failures and their associated costs. It is based on the criticality of the failure to the organisation and is also known as scheduled maintenance (definition from BS 8210).

Cyclical Works Programme

- c. The sole focus of the CWP is on planned forward maintenance activities (e.g. component replacement and refurbishment) that ensure longevity and efficiency, whilst enhancing the operational estate. This function is delivered by the 'Minor Projects Team', also under the remit of the Operations Group Director.
- d. Members should note that whilst both areas described above are core functions of CSD's responsibility in maintaining the operational portfolio, they are inherently different workstreams.
- e. To inform the cyclical works that are delivered, CSD maintains 'forward maintenance plans', which are made up of cyclical projects relating to building, electrical, mechanical, infrastructure, statutory and heritage items, and also include the periodic engagement of consultants to undertake condition surveys which review and reset the baseline for a given asset's 'forward maintenance plan'.
- f. The needs outlined in these forward maintenance plans inform bids to Resource Allocation Sub-Committee and Finance Committee for funding to support the Cyclical Works Programme (CWP). Input for these bids is also provided by the 'Reactive and Planned Preventive Maintenance' Team. Forward maintenance plans, and thus funding bids, are also

informed by any new needs that arise from recently undertaken capital projects. Each project item in a forward maintenance plan is given a replacement cycle in line with the asset lifecycle, with an associated cost for the planned work.

- g. The next CWP bid will be submitted to Resource Allocation Sub-Committee and Finance Committee in October 2026. Approved funds will then be available from 2027-28. This will coincide with 'Year 4' of the current CWP programme, and any additional funding approved is likely to further increase investment for North London Open Spaces' property portfolio (including West Ham Park) in 'Year 4' and 'Year 5' of the current CWP programme.

29. In addition, colleagues at CSD will be providing an update on delivery of the CWP for inclusion in all future Assistant Director Reports to the Committee, beginning with the update below.

30. The CWP for 2024-25 across NLOS has made progress in its first year. Projects are advancing and significant portions of the budget have already been committed. Despite some initial delays in staff recruitment and minor variances in budget allocations, the CWP programme is on track to meet its objective, with strategic planning and stakeholder engagement efforts having laid a solid foundation for the successful delivery of the programme over the next five years. Some key projects across West Ham Park throughout 'Year 1' of the CWP included works to the vehicle shed and the water play feature filter house, as well as needed works on lodges, seeing a total of £87,000 spent across the portfolio.

31. Members are advised that the City Surveyor has ambitious plans to deliver £976k of works in Year 2 of the current CWP programme at West Ham Park. This will include a refurbishment of the changing room and public toilet facilities, as well as additional needed work to lodges.

32. Members are referred to Appendix 1, which is an overview of Year 1 performance for the City's Estate. From slide six, this includes headlines for NLOS across the course of the programme.

33. In response to a query at the last committee meeting regarding the scope and periodicity of condition surveys performed by the City Surveyor's Department, they report that all assets are scheduled for inspection in the Forward Maintenance Plan every 5-7 years, though previous funding constraints have seen these timelines extended in some cases. Officers are liaising with the City Surveyor's Department to obtain a schedule of surveys for West Ham Park, and

other North London Open Spaces sites (Hampstead Heath, Highgate Wood, and Queen's Park).

Corporate & Strategic Implications

Financial implications

34. No implications.

Resource implications

35. No implications.

Legal implications

36. No implications.

Risk implications

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

Equalities implications

38. No implications.

Climate implications

39. Included within the business plan for 2025-26 are a series of projects which contribute towards achieving the City of London Corporation's Climate Action Strategy, which was launched in October 2020. A key part of the strategy is conserving and enhancing biodiversity alongside reducing carbon emissions.

Security implications

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

Conclusion

41. This report provides Members with an update on matters relating to West Ham Park since the last committee meeting on 1 May 2025.

Appendices

- Appendix 1: City Estates CWP – Year 1 overview

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City of London - City Estate CWP - Year 1 Overview

Author: Solomon Meredith

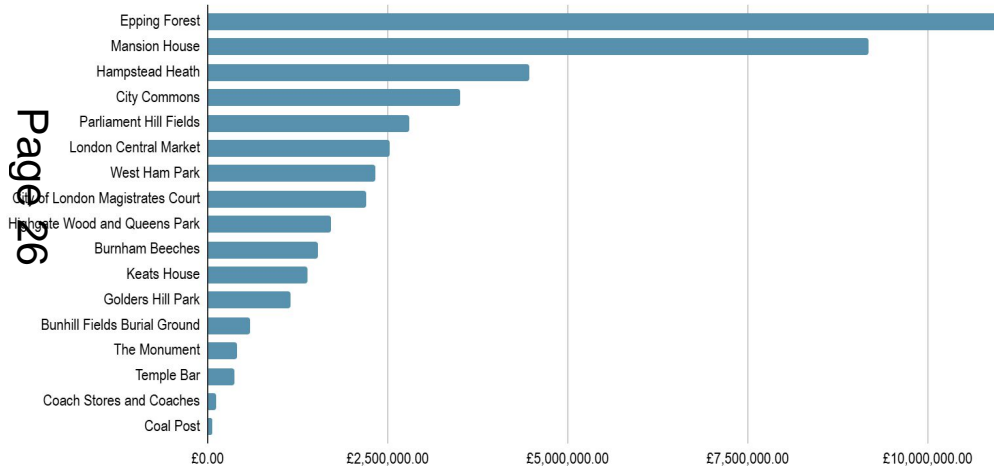


City Estate - Portfolio breakdown



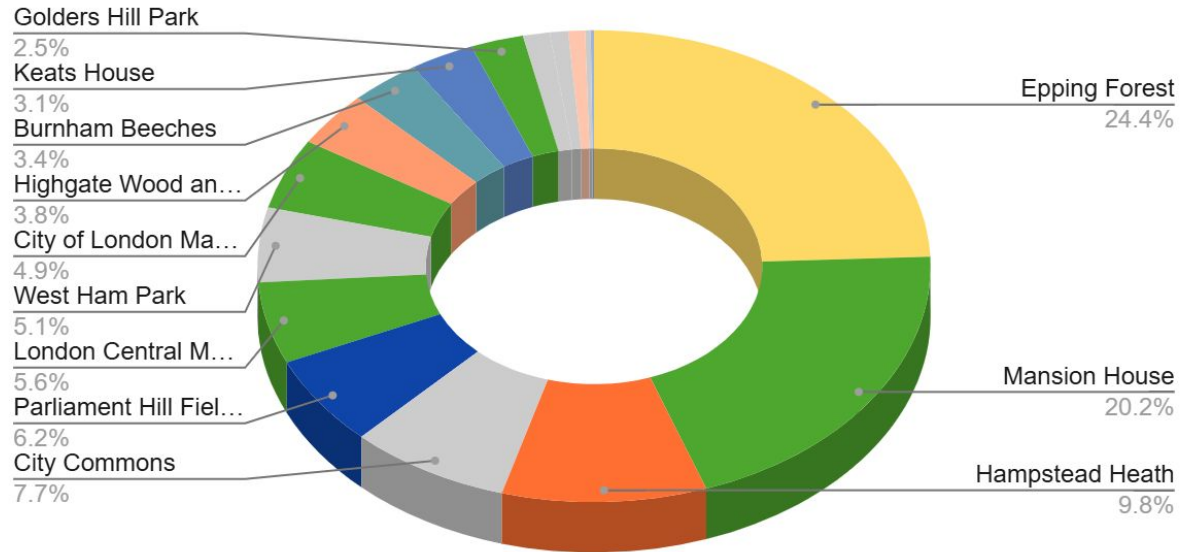
Breakdown of £45,409,850

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Epping Forest	£11,063,500.00
Mansion House	£9,183,500.00
Hampstead Heath	£4,463,100.00
City Commons	£3,507,500.00
Parliament Hill Fields	£2,804,400.00
London Central Market	£2,535,000.00
West Ham Park	£2,319,500.00
City of London Magistrates Court	£2,202,500.00
Highgate Wood and Queens Park	£1,711,350.00
Burnham Beeches	£1,529,500.00
Keats House	£1,393,500.00
Golders Hill Park	£1,154,500.00
Bunhill Fields Burial Ground	£586,000.00
The Monument	£398,500.00
Temple Bar	£362,500.00
Coach Stores and Coaches	£125,000.00
Coal Post	£70,000.00
City Estate total:	£45,409,850.00

City Estate - Portfolio breakdown



13.05.2025

City Estate portfolio - Year on Year forecasting / spend profile



	Year 1	Year 2	Year 3	Year 4	Year 5
Revenue	£2,633,200	£9,317,800	£7,619,650	£7,659,700	£15,482,500
Capital	£90,000	£623,100	£1,094,000	£645,000	£1,415,500
Year on year total	£2,723,200	£9,940,900	£8,713,650	£8,304,700	£16,898,000
Bunhill Fields Burial Ground	£57,000	£14,500	£444,000	£982,000	£586,000
Burnham Beeches	£40,000	£251,500	£179,000	£695,500	£363,500
City Commons	£648,000	£1,344,500	£750,000	£441,000	£406,500
City of London Magistrates Court	£79,000	£501,500	£589,000	£648,000	£605,000
Coach Stores and Coaches	-	£43,000	£29,500	£9,500	£43,000
Coal Post	-	-	-	-	£70,000
Epping Forest	£331,400	£2,124,600	£3,033,000	£1,000,500	£4,595,000
Hampstead Heath	£148,500	£1,036,750	£817,750	£885,350	£964,250
Golders Hill Park	£240,000	£157,500	£65,500	£231,000	£460,500
Parliament Hill Fields	£92,000	£809,000	£546,900	£664,000	£669,500
Highgate Wood and Queens Park	£138,000	£194,500	£268,500	£586,850	£653,500
Keats House	-	£37,500	£118,000	£762,000	£476,000
London Central Market	£247,500	£905,000	£311,000	£133,000	£878,500
Mansion House	£566,250	£1,049,000	£1,244,000	£695,000	£5,645,250
Temple Bar	-	£362,500	-	-	-
The Monument	£133,550	£133,550	£26,000	£66,500	£46,500
West Ham Park	£2,000	£976,000	£291,500	£504,500	£435,000

City Estate - Year 1 PERFORMANCE



	City Estate	Totals
Year 1 forecast		£2,685,700.00
Year 1 actuals (spend)		£3,112,806.91
Year 1 commitment		£1,597,009.03
Year 1 Commitment & Spend		£4,709,815.94
Current difference (forecast vs actuals)		£427,106.91

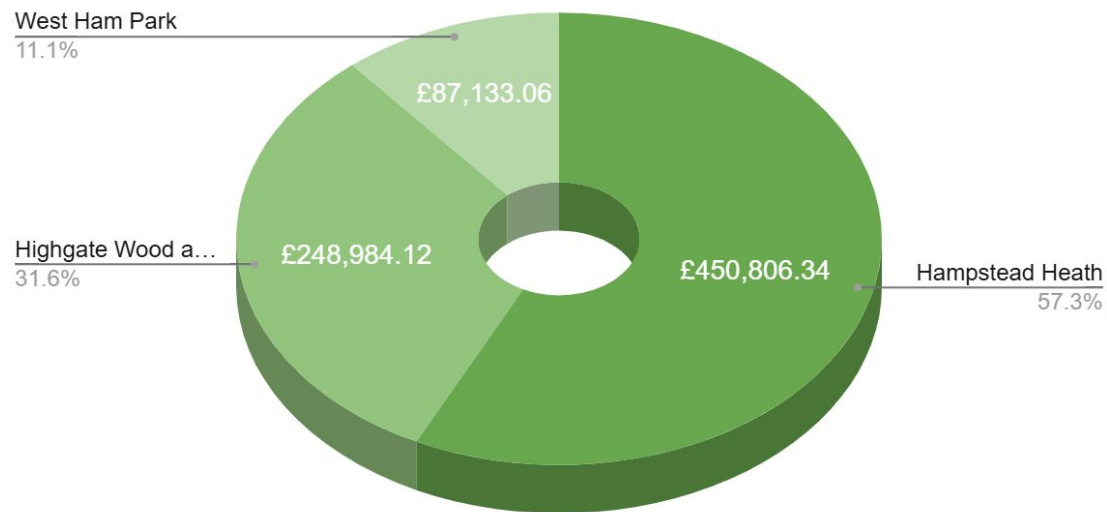
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LOS - North London Open Spaces



City Estate - Year 1 NLOS performance (spend)



City Estate (NLOS) - Year 2 forecast - Project and area breakdown



Area Name: Hampstead Heath, Parliament Hill Fields	£809,000	Area Name: Hampstead Heath, Kenwood & Kenwood (Area 4)	£244,000	Area Name: Hampstead Heath, West Heath Area & Area 7	£41,000
DRAINAGE OVERHAUL	£30,000.00	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£4,000.00	GARDEN SHELTER OVERHAUL	£3,000.00
SURVEY - DRAINAGE	£10,000.00	SECURITY ALARM REPLACEMENT	£7,500.00	HANDRAIL DECORATION/OVERHAUL	£1,500.00
EXTERNAL DECORATIONS	£20,000.00	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£6,000.00	INTERNAL DECORATIONS	£1,500.00
PAVING RESURFACING	£6,000.00	CCTV REPLACEMENT	£20,000.00	PATH OVERHAUL	£1,500.00
RAILINGS DECORATIONS	£20,000.00	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£8,500.00	RAILINGS REDECORATION	£1,500.00
ROLLER SHUTTER OVERHAUL (3 No.)	£21,500.00	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£12,000.00	ROOF SURVEY	£6,000.00
LIDO FABRIC REPAIRS	£36,000.00	LIGHTING REPLACEMENT	£2,000.00	STONE STAIRCASE TO SHELTER OVERHAUL	£6,000.00
REMAINING MAINS WATER PIPE REPLACEMENT	£72,000.00	LIGHTING REPLACEMENT	£6,000.00	WALLS RENDERING/REDECORATION	£5,000.00
CABLE RATIONALISATION	£85,000.00	SECURITY ALARM REPLACEMENT	£3,000.00	PERGOLA - ENGINEER TO MONITOR ALL STRUCTURES	£10,000.00
EMERGENCY LIGHTING REPLACEMENT (LIDO INFO CENTRE)	£4,000.00	EXTERNAL DECORATION	£20,000.00	PERGOLA - FENCING/RAILINGS OVERHAUL	£5,000.00
FIRE ALARM REPLACEMENT (LIDO INFO CENTRE)	£55,000.00	EXTERNAL SHOWER/ WASHDOWN AREA	£6,000.00	PERGOLA - HEALTH & SAFETY WORKS	£15,000.00
LANDLORDS LIGHTING & POWER REWIRE	£180,000.00	INTERNAL DECORATION	£12,000.00	PERGOLA - STRENGTHENING WORKS	£10,000.00
SECURITY ALARM REPLACEMENT	£20,000.00	Minor refurbishment of Pond Facility	£125,000.00	BELVEDERE STRUCTURE ENTRANCE/LOBBY OVERHAUL	£5,000.00
EMERGENCY LIGHTING REPLACEMENT	£6,000.00	POOL LIFT REPLACEMENT	£12,000.00	LANDLORDS LIGHTING & POWER REWIRE	£12,000.00
EMERGENCY LIGHTING REPLACEMENT	£6,000.00			LIGHTING REPLACEMENT	£4,500.00
CABLE RATIONALISATION	£60,000.00	Area Name: Hampstead Heath, Vale of Health & East Heath Area	£54,500	FLOORING REPLACEMENT	£1,000.00
EMERGENCY LIGHTING REPLACEMENT	£4,500.00	SURVEY - GENERAL	£4,500.00	INTERNAL DECORATIONS	£1,000.00
FIRE ALARM REPLACEMENT	£20,000.00	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£6,000.00	KITCHEN REFURBISHMENT	£1,500.00
LIGHTING REPLACEMENT	£20,000.00	LANDLORDS LIGHTING & POWER REWIRE	£2,000.00	RAINWATER GOODS REPLACEMENT	£500.00
PA SYSTEM REPLACEMENT	£60,000.00	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£4,000.00	ROOF REPLACEMENT	£1,000.00
GARAGE STORE LANDLORDS LIGHTING & POWER REWIRE	£4,000.00	SECURITY ALARM REPLACEMENT	£3,000.00	Area Name: Hampstead Heath, Ponds (Area 3)	£68,000
DHWIS - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS) HEAT SOURCE /	£12,000.00	ELECTRIC HEATING REPLACEMENT	£4,000.00	PATH RESURFACING	£30,000.00
LANDLORDS LIGHTING & POWER REWIRE	£8,500.00	LANDLORDS LIGHTING & POWER REWIRE	£20,000.00	SURVEY - DRAINAGE	£20,000.00
LIGHTING REPLACEMENT	£3,000.00	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£3,000.00	SURVEY - GENERAL	£4,000.00
EXTERNAL DECORATIONS	£8,500.00	SECURITY ALARM REPLACEMENT	£4,000.00	INTERNAL DECORATIONS	£2,000.00
INTERNAL DECORATIONS	£8,500.00	WATER HEATER REPLACEMENT	£4,000.00	LIGHTING INC EMERGENCY REPLACEMENT	£12,000.00
EMERGENCY LIGHTING REPLACEMENT	£4,500.00				
LIGHTING REPLACEMENT	£12,000.00	Area Name: Hampstead Heath, Golders Hill Park	£157,500	Area Name: Hampstead Heath, Sandy Heath & Heath Extension	£81,500
SECURITY ALARM REPLACEMENT	£6,000.00	PATH RESURFACING	£60,000.00	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£8,500.00
		INTERNAL DECORATIONS (BOTHY)	£7,500.00	FIRE ALARM REPLACEMENT	£20,000.00
		KITCHEN REFURBISHMENT (BOTHY)	£12,000.00	LANDLORDS LIGHTING & POWER REWIRE	£20,000.00
		EXTERNAL DECORATIONS	£6,000.00	SECURITY ALARM REPLACEMENT	£6,000.00
		RAINWATER GOODS REPLACEMENT	£6,500.00	BOUNDARY WALL OVERHAUL (NORTH END)	£10,000.00
		DISABLED TOILET REFURBISHMENT (CAFÉ)	£20,000.00	CONDITION SURVEY	£4,000.00
		EXTERNAL DECORATIONS	£12,000.00	LIME MORTAR REPOINTING	£4,500.00
		INTERNAL DECORATIONS (TOILETS)	£7,500.00	EXTERNAL DECORATIONS	£3,000.00
		LIGHTING INC EMERGENCY LIGHTING REPLACEMENT (TOILETS)	£7,500.00	INTERNAL DECORATIONS	£3,000.00
		TIMBER SHEDS PRESERVATIVE	£2,500.00	ROLLER SHUTTERS OVERHAUL (MANUAL SHUTTERS)	£2,500.00
		EMERGENCY LIGHTING REPLACEMENT	£2,000.00		
		LANDLORDS LIGHTING & POWER REWIRE	£12,000.00	Area Name: Hampstead Heath General/ Infrastructure	£370,250
				DESILTING (ALL PONDS)	£90,000.00
				EMBANKMENT MONITORING	£6,000.00
				RESERVOIR SUPERVISION	£60,000.00
				DRAINAGE OVERHAUL (GENERAL)	£36,250.00
				DRAINAGE SURVEY (GENERAL)	£10,000.00
				FABRIC CONDITION SURVEY FOR FMP	£36,000.00
				FENCING OVERHAUL	£26,000.00
				FOOTPATH OVERHAUL (PELLINGS)	£100,000.00
				STATUE OVERHAUL/CLEANING	£6,000.00

City Estate (NLOS) - Year 2 forecast - Project and area breakdown

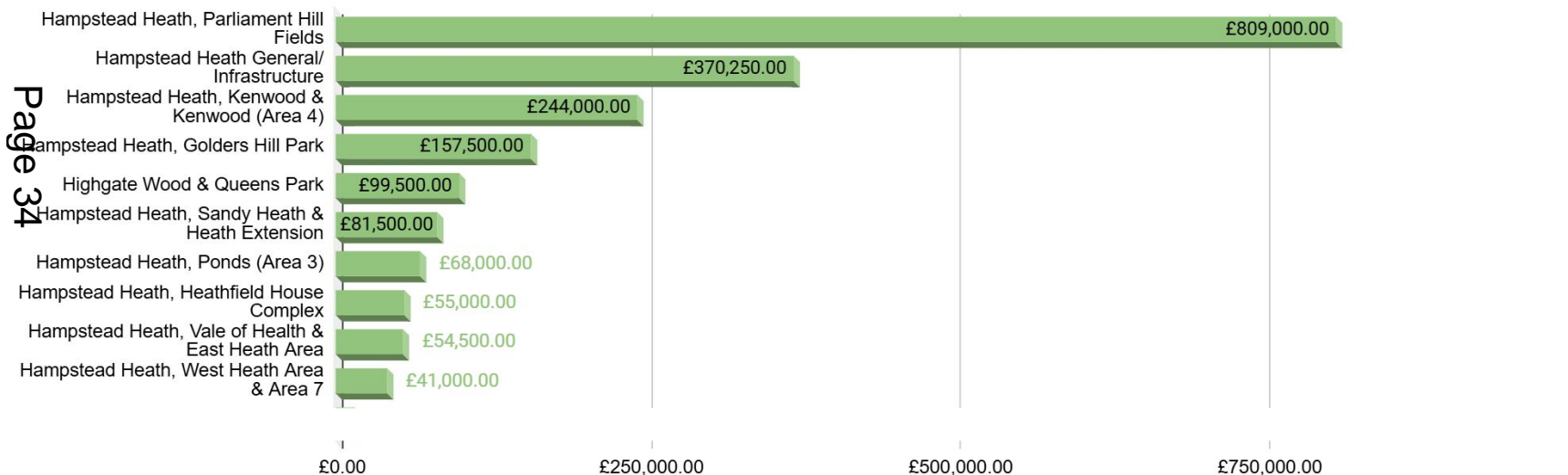


Area Name: West Ham Park		£976,000		
FABRIC CONDITION SURVEY FOR FMP	£20,000.00		RADIATORS REPLACEMENT	£6,000.00
BOILER REPLACEMENT	£30,000.00		BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00
IRRIGATION SYSTEM CONTROL PANEL REPLACEMENT	£20,000.00		BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00
IRRIGATION SYSTEM REPLACEMENT	£30,000.00		RADIATORS REPLACEMENT	£6,000.00
GATES OVERHAUL (METAL)	£4,000.00		BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00
ROSE GARDEN PERGOLA OVERHAUL	£2,000.00		EXTERNAL DECORATIONS	£12,000.00
ORNAMENTAL FOUNTAIN SAFETY INSPECTION	£2,000.00		FLOORING REPLACEMENT	£20,000.00
ORNAMENTAL FOUNTAIN STONE SURFACES REPOINTING	£2,000.00		ROOF OVERHAUL (PLAIN TILES)	£20,000.00
LANDLORDS LIGHTING & POWER REWIRE	£2,000.00		TOILET REFURBISHMENT	£12,000.00
HEAT SOURCE - PRESSURISATION UNIT REPLACEMENT	£7,500.00		BOILER & HOT WATER SYSTEM REPLACEMENT	£25,000.00
HEAT SOURCE - VALVES REPLACEMENT	£6,000.00		RADIATORS REPLACEMENT	£12,000.00
SPACE HEATING - VALVES REPLACEMENT	£4,000.00		Area Name: Highgate Wood & Queens Park	
GAS HEATER REPLACEMENT	£8,500.00			£99,500
EXTERNAL DECORATIONS	£8,000.00		EXTERNAL DECORATIONS	£2,500.00
INTERNAL DECORATIONS/REFURBISHMENT (PUBLIC TOILETS)	£36,000.00		TIMBER TREATMENT	£2,000.00
BRICKWORK REPOINTING	£25,000.00		MAJOR REPAIRS (CH&H)	£36,000.00
CHANGING ROOMS REFURBISHMENT	£36,000.00		BOILER REPLACEMENT	£12,000.00
EXTERNAL DECORATIONS	£6,000.00		RADIATORS REPLACEMENT (INC RADIATORS AND PIPEWORK)	£6,000.00
FLOORING REPLACEMENT (OTHER AREAS)	£55,000.00		EMERGENCY LIGHTING REPLACEMENT	£4,000.00
FLOORING REPLACEMENT (SHOWERS AREA)	£30,000.00		LUMINAIRES REPLACEMENT	£4,500.00
INTERNAL DECORATIONS	£4,000.00		EXTERNAL DECORATIONS	£6,000.00
SHOWER AREAS REFURBISHMENT	£55,000.00		INTERNAL DECORATIONS	£6,000.00
LANDLORDS LIGHTING & POWER REWIRE	£20,000.00		ROOF REPLACEMENT	£5,000.00
BOILER REPLACEMENT	£12,000.00		EMERGENCY LIGHTING REPLACEMENT	£3,000.00
EXTERNAL DECORATIONS/OVERHAUL	£8,500.00		LUMINAIRES REPLACEMENT	£2,500.00
MAJOR REFURBISHMENT	£50,000.00		WATER HEATER REPLACEMENT	£3,000.00
ROOF/RAINWATER GOODS REPLACEMENT	£30,000.00		EXTERNAL DECORATIONS	£4,000.00
BATHROOM REFURBISHMENT	£12,000.00			
EXTERNAL DECORATIONS	£12,000.00			
KITCHEN REFURBISHMENT	£30,000.00			
ROOF REPLACEMENT	£36,000.00			
WINDOW REPLACEMENT	£36,000.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00			
RADIATORS REPLACEMENT	£6,000.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00			
RADIATORS REPLACEMENT	£6,000.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00			
RADIATORS REPLACEMENT	£6,000.00			
BATHROOM REFURBISHMENT	£12,000.00			
EXTERNAL DECORATIONS	£6,000.00			
FOOTPATH REPLACEMENT	£8,500.00			
KITCHEN REFURBISHMENT	£12,000.00			
RAINWATER GOODS REPLACEMENT	£4,000.00			
ROOF INSULATION	£2,000.00			
ROOF REPLACEMENT	£20,000.00			
WINDOWS REPLACEMENT	£25,000.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00			
RADIATORS REPLACEMENT	£6,000.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00			
RADIATORS REPLACEMENT	£6,000.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00			



City Estate (NLOS) - Year 2 forecast

Year 2 (NLOS) Forecast



City Estate (NLOS) - Year 3 forecast - Project and area breakdown



Area Name: Highgate Wood & Queens Park		£268,500	Area Name: Hampstead Heath General/ Infrastructure		£384,750	Area Name: Hampstead Heath, 434 A-D Archway Road & 436 A-D Archway Road		£40,000
GATES DECORATION	\$4,000.00		EMBANKMENT MONITORING	\$6,000.00		DRAINAGE SURVEY	\$20,000.00	
LODGE GARDEN PAVING REPLACEMENT	\$20,000.00		GENERAL STRUCTURAL INSPECTIONS	\$15,000.00		DRAINAGE SURVEY	\$20,000.00	
EXTERNAL DECORATIONS	\$14,000.00		SURVEY TO GH/LY POND, MINOR REPAIRS/REDDING	\$55,000.00		Area Name: Hampstead Heath, West Heath Area & Area 7		£60,000
EXTERNAL DECORATIONS	\$4,500.00		TEST OF ALL INLET/OUT PIPES & VALVES (PONDS)	\$25,500.00		SURVEY - DRAINAGE	\$15,000.00	
FENCES/GATES DECORATION	\$36,000.00		WORKS TO MINOR BRIDGES	\$11,000.00		GARDEN SHELTER OVERHAUL	\$3,000.00	
FENCING REPLACEMENT/DECORATION	\$32,000.00		DRAINAGE OVERHAUL (GENERAL)	\$36,250.00		HANDRAIL DECORATION/OVERHAUL	\$2,000.00	
EXTERNAL DECORATIONS (INC SCAFFOLDING)	\$12,000.00		DRAINAGE SURVEY (GENERAL)	\$10,000.00		INTERNAL DECORATIONS	\$1,500.00	
External Decorations (Cafe)	\$26,000.00		FOOTPATH OVERHAUL (PELLINGS)	\$90,000.00		PATH OVERHAUL	\$2,000.00	
External - Area (Cafe)	\$15,000.00		MAIN WATER SUPPLY PIPEWORK REPLACEMENT	\$75,000.00		RAILINGS REDECORATION	\$1,500.00	
INTERNAL DECORATIONS (PARK OFFICE)	\$5,000.00		OVERHAUL OF ALL BANDSTANDS/SHELTERS	\$55,000.00		ROOF SURVEY	\$5,500.00	
Internal Decorations (Cafe)	\$22,000.00		STATUE OVERHAUL/CLEANING	\$5,000.00		STONE STAIRCASE TO SHELTER OVERHAUL	\$5,500.00	
KITCHEN REFURBISHMENT	\$5,000.00		Area Name: Hampstead Heath, Parliament Hill Fields		£546,900	WALLS RENDERING/REDECORATION	\$5,000.00	
ROOF REPLACEMENT (FLAT) (FELT)	\$20,000.00		FENCING OVERHAUL/DECORATIONS	\$15,000.00		PERGOLA - ENGINEER TO MONITOR ALL STRUCTURES	\$12,000.00	
TOILET REFURBISHMENT (PARK OFFICE)	\$4,000.00		PATH RESURFACING	\$90,000.00		PERGOLA - FENCING/RAILINGS OVERHAUL	\$5,000.00	
WINDOWS REPLACEMENT	\$36,000.00		SURVEY - DRAINAGE	\$10,000.00		PERGOLA - HEALTH & SAFETY WORKS	\$15,000.00	
DECORATIONS	\$12,000.00		EXTERNAL DECORATIONS	\$3,000.00		PERGOLA - STRENGTHENING WORKS	\$10,000.00	
Area Name: West Ham Park		£291,500	FLOORING REPLACEMENT	\$3,000.00		BELVEDERE STRUCTURE ENTRANCE/LOBBY OVERHAUL	\$5,000.00	
CORPORATE SIGNAGE OVERHAUL & REPAIR	\$25,000.00		INTERNAL DECORATIONS	\$3,000.00		FLOORING REPLACEMENT	\$1,000.00	
FOOTPATH RESURFACING	\$30,000.00		ROOF REPLACEMENT	\$12,000.00		INTERNAL DECORATIONS	\$1,000.00	
FOOTPATH OVERHAUL (BRICK PAVOUR)	\$15,000.00		TOILET REFURBISHMENT	\$3,000.00		KITCHEN REFURBISHMENT	\$1,500.00	
BRIDGE INSPECTION/SURVEY	\$4,000.00		EXTERNAL DECORATIONS	\$4,000.00		RAINWATER GOODS REPLACEMENT	\$350.00	
BOILER REPLACEMENT (DHWS)	\$60,000.00		FLOORING REPLACEMENT	\$8,500.00		ROOF REPLACEMENT	\$1,000.00	
EXTERNAL DECORATIONS INCL. WASHDOWN	\$5,000.00		INTERNAL DECORATIONS	\$12,000.00		Area Name: Hampstead Heath, Sandy Heath & Heath Extension		£40,000
INTERNAL DECORATIONS	\$5,000.00		KITCHEN REFURBISHMENT	\$7,500.00		BOUNDARY WALL OVERHAUL (NORTH END)	\$10,000.00	
DECORATION FOR 3x SHELTERS	\$20,000.00		PAVING OVERHAUL	\$4,500.00		REBUILD - MAJOR REPAIRS	\$30,000.00	
SHELTER BENCHES REPLACEMENT	\$4,000.00		ROOF REPLACEMENT	\$4,000.00		Area Name: Hampstead Heath, Heathfield House Complex		\$29,500
FOOTPATH REPLACEMENT	\$30,000.00		TOILET REFURBISHMENT	\$7,500.00		CAR PARK BAYS REMARKING	\$2,000.00	
BATHROOM REFURBISHMENT	\$12,000.00		CHANGING ROOM REFURBISHMENT (STAFF) (FEMALE)	\$7,500.00		CAR PARK RESURFACING	\$20,000.00	
EXTERNAL DECORATIONS	\$4,500.00		CHANGING ROOM REFURBISHMENT (STAFF) (MALE)	\$7,500.00		DRAINAGE SURVEY	\$7,500.00	
KITCHEN REFURBISHMENT	\$20,000.00		DECORATIONS (LIDO)	\$10,000.00		Area Name: Hampstead Heath, Kenwood & Kenwood (Area 4)		£125,000
ROOF REPLACEMENT (MAIN)	\$30,000.00		LIFEGUARD CONTROL ROOM OVERHAUL	\$7,500.00		Minor refurbishment of Pond Facility	\$125,000.00	
WINDOWS REPLACEMENT	\$25,000.00		POOL LIFT REPLACEMENT (MANUAL LIFTING GEAR)	\$8,500.00		Area Name: Hampstead Heath, Vale of Health & East Heath Area		£196,500
			STRUCTURAL REPAIRS (FIRST AID ROOM) (INVESTIGATIVE WORK/OVERHAUL)	\$8,500.00		FENCING OVERHAUL/DECORATIONS/REPLACEMENT	\$30,000.00	
			Roof Overhaul	\$22,000.00		PATH RESURFACING	\$30,000.00	
			External Walls Decoration (Cafe)	\$3,500.00		EXTERNAL DECORATIONS	\$5,000.00	
			Windows & Doors and canopy Overhaul (Cafe)	\$7,250.00		INTERNAL DECORATIONS	\$12,000.00	
			Rainwater Goods Replacement	\$1,800.00		ROOF REPLACEMENT (TILED)	\$36,000.00	
			External Drainage Overhaul (Cafe)	\$2,000.00		WINDOWS REPLACEMENT	\$50,000.00	
			Internal Decoration & Services (Cafe)	\$23,250.00		EXTERNAL DECORATIONS	\$3,000.00	
			PADDLING POOL RESURFACING	\$96,000.00		INTERNAL DECORATIONS	\$3,000.00	
			WINDOWS OVERHAUL	\$7,500.00		ROOF REPLACEMENT	\$20,000.00	
			EXTERNAL DECORATIONS	\$8,500.00		ALGAE REMOVAL (DOFF SYSTEM CLEAN)	\$8,500.00	
			FIRST AID HUT FLOORING REPLACEMENT	\$4,000.00		Area Name: Hampstead Heath, Golders Hill Park		£65,500
			FLOORING REPLACEMENT	\$8,500.00		PUMPS/PIPE REPLACEMENT (GOLDERS HILL WATER GARDEN)	\$5,000.00	
			INTERNAL DECORATIONS	\$12,000.00		SURVEY - GENERAL	\$8,500.00	
			INTERNAL DECORATIONS (PA ROOM)	\$3,000.00		FLOORING REPLACEMENT	\$15,000.00	
			KITCHEN REFURBISHMENT	\$6,000.00		INTERNAL DECORATIONS (MAIN OFFICE/STORES)	\$5,000.00	
			PAVILION BUILDING INTERNAL REFURBISHMENT/OVERHAUL	\$4,500.00		UNDERGROUND DIESEL TANK & FUEL PUMP REPLACEMENT	\$30,000.00	
			RAINWATER GOODS REPLACEMENT (WHOLE COMPLEX)	\$4,000.00				
			RETAINING WALLS/PAVING OVERHAUL/REPOINTING	\$4,500.00				
			STORES EXTERNAL DECORATIONS	\$2,000.00				
			STORES ROOF REPLACEMENT	\$7,500.00				
			TOILET REFURBISHMENT (MENS TOILETS)	\$25,000.00				
			WALLS/Ceilings/FLOORS REFURBISHMENT	\$35,000.00				
			YARD RESURFACING	\$7,500.00				

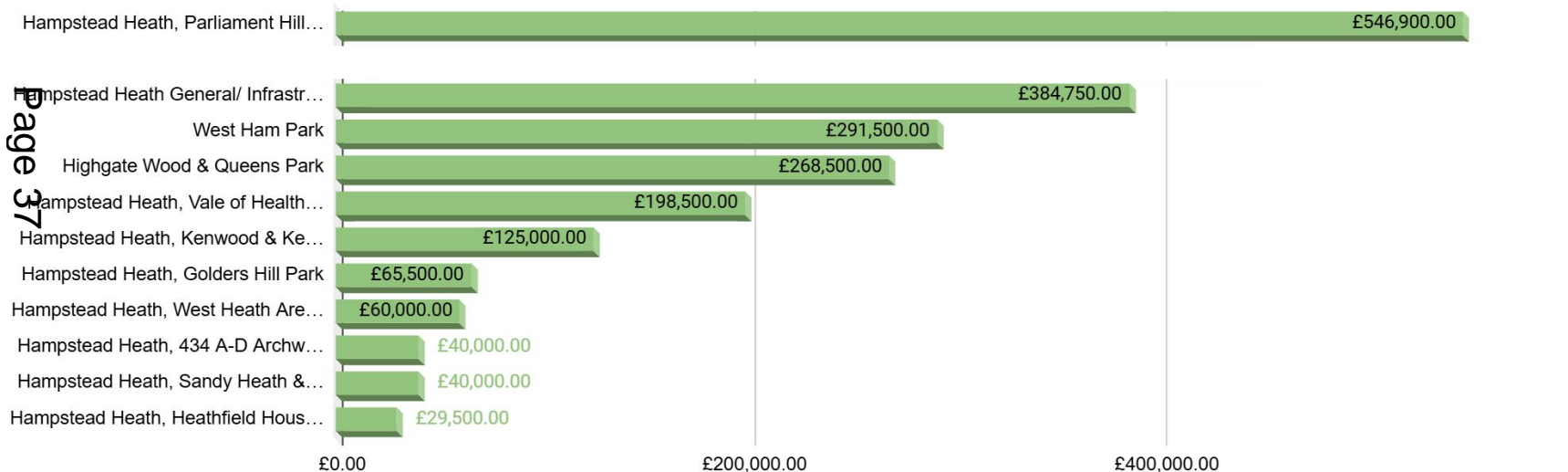


Area Name: Hampstead Heath General/ Infrastructure		£69,250	Area Name: Hampstead Heath, 434A-D Archway Road & 436 A-D Archway Road		£172,000	Area Name: Hampstead Heath, Kenwood & Kenwood (Area 4)		£52,600
EMBANKMENT MONITORING		£6,000.00	DRAINAGE OVERHAUL		£50,000.00	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES		£2,000.00
WORKS TO MINOR BRIDGES		£11,000.00	BOILERS REPLACEMENT (4 No.) (INC TANK REMOVAL/CONVERT TO MAINS)		£36,000.00	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)		£8,500.00
DRAINAGE OVERHAUL (GENERAL)		£26,250.00	DRAINAGE OVERHAUL		£50,000.00	DHWS REPLACEMENT		£4,000.00
DRAINAGE SURVEY (GENERAL)		£10,000.00	BOILERS REPLACEMENT (4 No.) (INC TANK REMOVAL/CONVERT TO MAINS)		£36,000.00	RADIATORS REPLACEMENT		£2,000.00
STATUTE OVERHAUL/CLEANING		£6,000.00				CCTV REPLACEMENT		£12,000.00
						COMPACTOR ELECTRICAL SUPPLY/ REPLACEMENT		£1,000.00
						SECURITY ALARM REPLACEMENT		£1,500.00
						HOT WATER BOILER (USERS) REPLACEMENT		£14,400.00
						HOT WATER BOILER (STAFF) REPLACEMENT		£7,200.00
Area Name: Hampstead Heath, Parliament Hill Fields		£664,000	Area Name: Hampstead Heath, West Heath Area & Area 7		£44,000	Area Name: Hampstead Heath, Vale of Heath & East Heath Area		£80,000
FENCING OVERHAUL/DECORATIONS		£15,000.00	GARDEN SHELTER OVERHAUL		£3,000.00	Air Raid Shelter - Vale of Heath - Local Monument - survey		£5,000.00
SURVEY - GENERAL		£20,000.00	HANDRAIL DECORATION/OVERHAUL		£2,000.00	EXTERNAL DECORATIONS		£3,000.00
EXTERNAL DECORATIONS		£20,000.00	INTERNAL DECORATIONS		£1,000.00	INTERNAL DECORATIONS		£2,000.00
INTERNAL DECORATIONS		£20,000.00	PATH OVERHAUL		£1,000.00	KITCHEN REFRUBISHMENT		£6,000.00
KITCHEN REFRUBISHMENT (OFFICE)		£6,000.00	RAILINGS REDECORATION		£2,000.00	STRUCTURE REPLACEMENT		£30,000.00
RAINWATER GOODS OVERHAUL		£7,500.00	ROOF SURVEY		£8,500.00	EXTERNAL DECORATIONS		£8,500.00
ROOF INSPECTION/OVERHAUL (ALL ROOFS)		£12,000.00	STONE STAIRCASE TO SHELTER OVERHAUL		£6,500.00	FLOORING REPLACEMENT		£8,500.00
TOILET REFRUBISHMENT (PUBLIC TOILETS)		£25,000.00	WALLS RENDERING/REDECORATION		£5,000.00	INTERNAL DECORATIONS		£7,500.00
TOILET REFRUBISHMENT (STAFF BOTHY & OFFICES)		£20,000.00	PERGOLA - ENGINEER TO MONITOR ALL STRUCTURES		£12,000.00	ROLLER SHUTTERS REPLACEMENT (4 No.) (MANUAL SHUTTERS)		£7,500.00
WINDOWS OVERHAUL		£7,500.00	PERGOLA - FENCING/RAILINGS OVERHAUL		£5,000.00	ROLLER SHUTTERS REPLACEMENT (1 No.) (ELECTRIC SHUTTER)		£2,000.00
BOILER REPLACEMENT (CONFORMANCE ROOM)		£12,000.00	PERGOLA - HEALTH & SAFETY WORKS		£15,000.00			
BOILER REPLACEMENT (STAFF BOTHY)		£12,000.00	PERGOLA - STRENGTHENING WORKS		£10,000.00			
RADIATOR REPLACEMENT (ALL BUILDINGS)		£20,000.00	BELVEDERE STRUCTURE ENTRANCE/LOBBY OVERHAUL		£5,000.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)		£12,000.00	FLOORING REPLACEMENT		£1,000.00			
RADIATORS REPLACEMENT		£4,000.00	INTERNAL DECORATIONS		£5,000.00			
EXTERNAL DECORATIONS		£7,500.00	KITCHEN REFRUBISHMENT		£1,500.00			
FENCING DECORATION/OVERHAUL		£3,000.00	RAINWATER GOODS REPLACEMENT		£500.00			
KITCHEN REFRUBISHMENT		£8,500.00	ROOF REPLACEMENT		£500.00			
ROOF REPLACEMENT		£20,000.00	ELECTRIC HEATER/WATER HEATER REPLACEMENT		£500.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)		£12,000.00						
PUMPED IRRIGATION/SPRINKLER SYSTEM		£20,000.00	Area Name: Hampstead Heath, Ponds (Area 3)		£32,000			
4.500.00		£4,500.00	QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES		£2,000.00			
DECORATIONS		£8,500.00	CABLING TO SUPPLY PILLAR AND REWIRING		£30,000.00			
DECORATIONS/OVERHAUL TO HANDRAILS		£2,000.00						
INTERNAL/EXTERNAL DECORATIONS		£50,000.00	Area Name: Hampstead Heath, Sandy Heath & Heath Extension		£263,000			
INTERNAL DECORATIONS (STAFF HESS/CHANGING ROOMS)		£20,000.00	EXTERNAL DECORATIONS		£8,500.00			
BOILER REPLACEMENT (EDUCATION CENTRE)		£8,500.00	FLOORING REPLACEMENT (CHANGING ROOMS)		£110,000.00			
HOT WATER BOILER REPLACEMENT (SHOWERS)		£12,000.00	INTERNAL DECORATIONS (CHANGING ROOMS) (TILING)		£60,000.00			
POOL WATER SYSTEM REPLACEMENT		£72,000.00	INTERNAL DECORATIONS (PAINTING)		£20,000.00			
MSE and Electrical (Cafe)		£18,000.00	RAINWATER GOODS OVERHAUL (CAST IRON)		£20,000.00			
ROLLER SHUTTER REPLACEMENT (6 No. POWERED)		£5,000.00	WINDOWS REPLACEMENT (BOTH-HEATH EXTENSION)		£7,500.00			
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)		£8,500.00	BOUNDARY WALL OVERHAUL (NORTH END)		£6,000.00			
VENT SYSTEM REPLACEMENT		£7,500.00	REBUILD - MAJOR REPAIRS		£30,000.00			
EXTERNAL DECORATIONS		£7,500.00	CONNECTOR HEATERS/WATER HEATER REPLACEMENT		£1,000.00			
FENCING REPLACEMENT (PERIMETER WOODEN)		£20,000.00						
EXTERNAL DECORATIONS		£8,500.00						
ROLLER SHUTTER REPLACEMENT (2 No. MANUAL)		£30,000.00						
ROOF SURVEY		£3,000.00						
TOILET REFRUBISHMENT		£30,000.00						
WINDOWS OVERHAUL		£7,500.00						
ROLLER SHUTTER REPLACEMENT (6 No. POWERED)		£5,000.00						
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)		£8,500.00						
PADDLING POOL FILTRATION MEDIA REPLACEMENT		£12,000.00						
ROLLER SHUTTERS REPLACEMENT (6 No. POWERED)		£2,000.00						
RUNNING TRACK COLLECTOR RAMP		£2,000.00						
SECURITY ALARM REPLACEMENT		£1,000.00						
GARAGE STORE ROLLER SHUTTERS (No. 2) REPLACEMENT		£1,000.00						
DHWS - CONTROLS REPLACEMENT		£3,000.00						
SPACE HEATING - DISTRIBUTION PIPEWORK REPLACEMENT		£20,000.00						
CCTV REPLACEMENT		£1,500.00						
ROLLER SHUTTERS REPLACEMENT		£1,000.00						
			Area Name: Hampstead Heath, Heathfield House Complex		£216,500			
			DRAINAGE OVERHAUL		£36,000.00			
			EXTERNAL CLEAN/PAIN(T) DECORATION)		£8,500.00			
			FLOORING REPLACEMENT		£20,000.00			
			INTERNAL DECORATIONS		£8,500.00			
			KITCHEN REFRUBISHMENT		£8,500.00			
			RAINWATER GOODS REPLACEMENT		£25,000.00			
			EMERGENCY LIGHTING REPLACEMENT		£8,500.00			
			FIRE ALARM REPLACEMENT		£5,000.00			
			LANDLORDS LIGHTING & POWER REWIRE		£40,000.00			
			AIR HANDLING UNITS REPLACEMENT		£20,000.00			
			BOILERS REPLACEMENT (2 No. GROUND FLOOR)		£20,000.00			
			RADIATORS REPLACEMENT		£20,000.00			



City Estate (NLOS) - Year 3 forecast

Year 3 (NLOS) Forecast



City Estate (NLOS) - Year 4 forecast - Project and area breakdown

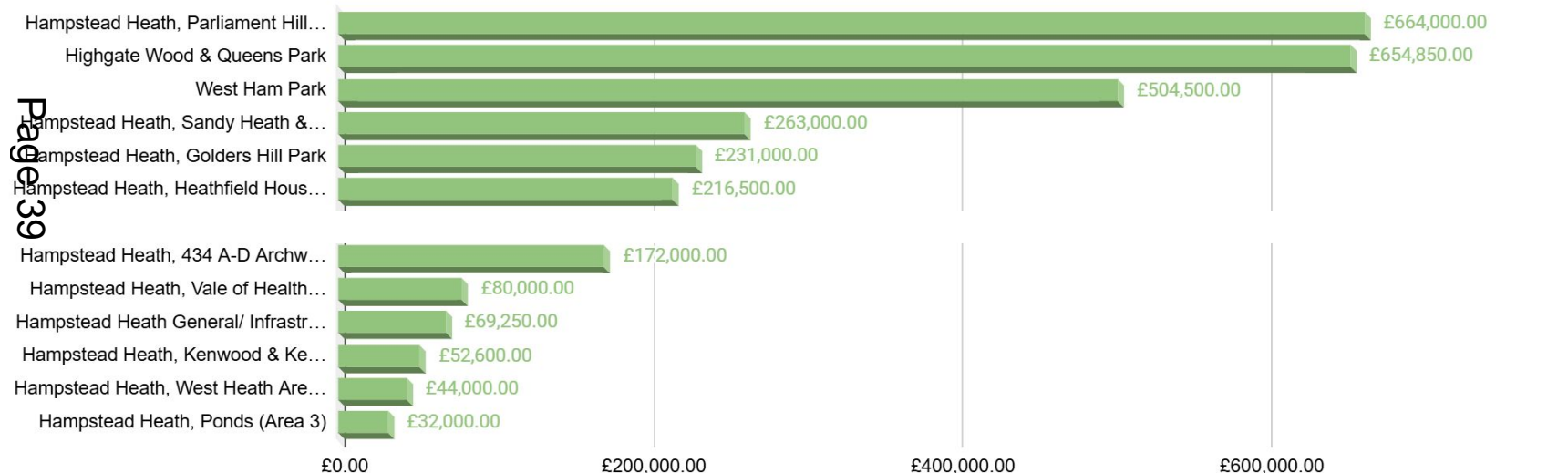


Area Name: Highgate Wood & Queens Park	£654,850	Area Name: West Ham Park	£504,500
FOOTPATH RESURFACING (HOGGING AGGREGATE)	£72,000.00	ASBESTOS REMOVAL (ATCOST BUILDING)	£20,000.00
VENTILATION AND EXTRACTION SYSTEM REPLACEMENT (LODGES)	£4,500.00	GARDEN STRUCTURES REPLACEMENT	£20,000.00
External (walls, doors & Roof) (Café)	£25,500.00	BOLLARD REPLACEMENT (H MAIN GATES) (ELECTRIC RISING)	£2,000.00
External (Court yard, drainage, fencing etc) (Café)	£38,750.00	LUMINAIRES REPLACEMENT	£1,000.00
INTERNAL DECORATIONS (EXCLUDES CAFE)	£6,000.00	LANDLORDS LIGHTING & POWER REWIRE	£2,000.00
Internal - Main Café (Floor, Walls, Ceiling) (Café)	£14,500.00	LIGHTING REPLACEMENT	£500.00
RADIATORS REPLACEMENT	£6,000.00	ROOF REPLACEMENT	£55,000.00
Plumbing and Electrical (Café)	£35,600.00	BRICKWORK AND STONEMASONRY REPOINTING	£20,000.00
Public Toilets (Café - block)	£84,000.00	DECORATIONS TO BOUNDARY GATES & RAILINGS	£96,000.00
EXTERNAL DECORATIONS	£7,500.00	DECORATIONS TO GATES AND RAILINGS (INSIDE PARK)	£50,000.00
INTERNAL DECORATIONS	£6,000.00	FENCING REPLACEMENT OF VARIOUS AREAS	£8,500.00
EXTERNAL DECORATIONS (INC. TIMBER TREATMENT)	£8,500.00	FENCING TREATMENT (TIMBER WOOD PRESERVATIVE)	£8,500.00
INTERNAL DECORATIONS	£6,000.00	EXTERNAL DECORATIONS	£8,500.00
TOILET REFURBISHMENT	£55,000.00	FENCING REPLACEMENT	£20,000.00
EXTERNAL DECORATIONS	£3,000.00	HARDSTANDING REPLACEMENT	£8,500.00
KITCHEN REFURBISHMENT	£7,500.00	SECURITY ALARM REPLACEMENT	£1,000.00
ROOF RECOVERING REPLACEMENT (GARAGE)	£12,000.00	BATHROOM REPLACEMENT	£12,000.00
ROOF REPLACEMENT (FLAT) (FELT)	£3,000.00	EXTERNAL DECORATIONS	£4,500.00
ROOF REPLACEMENT (MAIN) (TILED)	£38,000.00	KITCHEN REFURBISHMENT	£20,000.00
WINDOWS REPLACEMENT	£20,000.00	RAINWATER GOODS REPLACEMENT	£4,000.00
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00	ROOF INSULATION	£2,000.00
RADIATORS REPLACEMENT (INC RADIATORS AND PIPEWORK)	£6,000.00	ROOF REPLACEMENT (MAIN)	£20,000.00
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00	WINDOWS REPLACEMENT	£25,000.00
RADIATORS REPLACEMENT (INC RADIATORS AND PIPEWORK)	£7,500.00	BATHROOM REFURBISHMENT	£12,000.00
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00	EXTERNAL DECORATIONS	£6,000.00
FOOTPATH RESURFACING	£20,000.00	FOOTPATH REPLACEMENT	£8,500.00
EMERGENCY LIGHTING REPLACEMENT	£500.00	KITCHEN REFURBISHMENT	£12,000.00
LUMINAIRES REPLACEMENT	£1,000.00	RAINWATER GOODS REPLACEMENT	£4,000.00
EXTERNAL DECORATIONS	£4,000.00	ROOF INSULATION	£2,000.00
INTERNAL DECORATIONS	£4,500.00	ROOF REPLACEMENT	£20,000.00
KITCHEN REFURBISHMENT	£8,500.00	WINDOWS REPLACEMENT	£25,000.00
WINDOWS REPLACEMENT	£20,000.00	SECURITY ALARM REPLACEMENT	£1,000.00
DOOR ENTRY REPLACEMENT	£1,000.00	SECURITY ALARM REPLACEMENT	£1,000.00
ELECTRIC STORAGE HEATING REPLACEMENT	£1,000.00	DOOR ENTRY SYSTEM REPLACEMENT	£500.00
EMERGENCY LIGHTING REPLACEMENT	£1,000.00	EMERGENCY LIGHTING BATTERY REPLACEMENT	£500.00
LUMINAIRES REPLACEMENT	£1,000.00	EMERGENCY LIGHTING REPLACEMENT	£1,000.00
SECURITY ALARM REPLACEMENT	£500.00	EXTERNAL LIGHT REPLACEMENT	£1,000.00
POOL RESURFACING	£60,000.00	LUMINAIRES REPLACEMENT	£1,000.00
ROOF REPLACEMENT (ASPHALT) (PLANT ROOM)	£6,000.00		
SECURITY ALARM REPLACEMENT	£1,000.00		
BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	£12,000.00		



City Estate (NLOS) - Year 4 forecast

Year 4 (NLOS) Forecast



City Estate (NLOS) - Year 5 forecast - Project and area breakdown



Area Name: Hampstead Heath General/ Infrastructure	£141,250	Area Name: Hampstead Heath, 434 A-D Archway Road & 436 A-D Archway Road	£221,500	Area Name: Hampstead Heath, Heathfield House Complex	£240,500
CORPORATE IMAGE BOARD REPLACEMENT	£30,000.00	EXTERNAL DECORATIONS	£20,000.00	TOILET REFURBISHMENT	£12,000.00
DRAINAGE OVERHAUL (GENERAL)	£36,250.00	RAINWATER GOODS REPLACEMENT	£12,000.00	CAR PARK BARRIER REPLACEMENT	£8,500.00
DRAINAGE SURVEY (GENERAL)	£10,000.00	WINDOWS REPLACEMENT	£20,000.00	EMERGENCY LIGHTING REPLACEMENT	£25,000.00
LOGGE GARDEN PAVING/FENCING OVERHAUL	£4,500.00	LANDLORDS LIGHTING & POWER REWIRE	£55,000.00	FIRE ALARM REPLACEMENT	£25,000.00
RAILINGS REPAINT & DECORATIONS (VIADUCT BRIDGE)	£50,000.00	EXTERNAL DECORATIONS	£20,000.00	LANDLORDS LIGHTING & POWER REWIRE	£170,000.00
SURVEY OF ROOFMENTS/BANKING BY ENGINEER	£4,500.00	RAINWATER GOODS REPLACEMENT	£12,000.00		
STATUE OVERHAUL/CLEANING	£6,000.00	WINDOWS REPLACEMENT	£20,000.00		
		FIRE ALARM REPLACEMENT (SMOKE DETECTOR)	£7,500.00		
		LANDLORDS LIGHTING & POWER REWIRE	£55,000.00		
Area Name: Hampstead Heath, Parliament Hill Fields	£669,500	Area Name: Hampstead Heath, West Heath Area & Area 7	£160,000	Area Name: Hampstead Heath, Kenwood & Kenwood (Area 4)	£431,500
CORPORATE IMAGE BOARDS REPLACEMENT	£4,000.00	DRAINAGE OVERHAUL	£50,000.00	REDECS	£50,000.00
EMERGENCY LIGHTING REPLACEMENT	£6,000.00	FENCING OVERHAUL/DECORATIONS/REPLACEMENT	£30,000.00	FENCING OVERHAUL/REDECORATIONS	£50,000.00
EMERGENCY LIGHTING REPLACEMENT (PUBLIC TOILETS)	£2,000.00	PATH RESURFACING	£8,500.00	KENWOOD NURSERY - WALL REPAIRS	£36,000.00
FIRE ALARM REPLACEMENT	£36,000.00	SIGNS REPLACEMENT	£27,000.00	CONDITION SURVEY	£8,500.00
LIGHTING AND SMALL POWER REPLACEMENT (INC WIRING AND DISTRIBUTION BOARD)	£36,000.00	SURVEY - GENERAL	£8,500.00	EXTERNAL DECORATIONS	£6,000.00
LIGHTING REPLACEMENT (REMAINING WORK)	£132,000.00	GARDEN SHELTER OVERHAUL	£2,000.00	INTERNAL DECORATIONS	£8,500.00
SECURITY ALARM REPLACEMENT	£6,000.00	HANDRAIL DECORATION/OVERHAUL	£2,000.00	RENDER OVERHAUL	£12,000.00
EXTERNAL DECORATIONS	£8,000.00	INTERNAL DECORATIONS	£500.00	STONE COPINGS REPLACEMENT	£20,000.00
FENCING REPLACEMENT	£18,000.00	PATH OVERHAUL	£2,000.00	EXTERNAL DECORATIONS	£7,500.00
KITCHEN REFURBISHMENT	£20,000.00	RAILINGS REDECORATION	£1,000.00	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£4,000.00
LANDLORDS LIGHTING & POWER REWIRE	£25,000.00	ROOF SURVEY	£6,000.00	KITCHEN REFURBISHMENT	£12,000.00
EXTERNAL DECORATIONS	£3,000.00	STONE STAIRCASE TO SHELTER OVERHAUL	£5,000.00	RAINWATER GOODS REPLACEMENT	£3,000.00
INTERNAL DECORATION	£3,000.00	WALLS RENDERING/REDECORATION	£5,000.00	EXTERNAL DECORATIONS	£3,000.00
WINDOWS/DOOR OVERHAUL	£2,000.00	PERGOLA - ENGINEER TO MONITOR ALL STRUCTURES	£11,000.00	FLOORING REPLACEMENT	£7,500.00
DECORATION	£6,000.00	PERGOLA - FENCING/RAILINGS OVERHAUL	£5,000.00	INTERNAL DECORATIONS	£4,000.00
FENCING OVERHAUL/REPLACEMENT (PHASE 2)	£20,000.00	PERGOLA - HEALTH & SAFETY WORKS	£10,000.00	KITCHEN REFURBISHMENT	£12,000.00
TENNIS COURTS S-10 - FLOOR SURFACE REPAINT	£25,000.00	PERGOLA - STRENGTHENING WORKS	£5,000.00	EXTERNAL/INTERNAL DECORATIONS	£4,000.00
ELECTRIC CONVECTOR HEATERS REPLACEMENT	£3,000.00	RELEVIERE STRUCTURE ENTRANCE/LOBBY OVERHAUL	£1,000.00	EXTERNAL DECORATIONS	£3,000.00
ELECTRIC WATER HEATER REPLACEMENT	£2,000.00	FLOORING REPLACEMENT	£15,000.00	FLOORING REPLACEMENT	£7,500.00
SECURITY ALARM REPLACEMENT	£2,000.00	INTERNAL DECORATIONS	£1,500.00	INTERNAL DECORATIONS	£4,000.00
ELECTRIC CONVECTOR HEATER REPLACEMENT	£2,000.00	KITCHEN REFURBISHMENT	£500.00	CONDITION SURVEY	£4,000.00
ELECTRIC WATER HEATER REPLACEMENT	£2,000.00	ROOF REPLACEMENT	£1,000.00	EXTERNAL DECORATIONS	£4,000.00
SECURITY ALARM REPLACEMENT	£2,000.00	ELECTRIC HEATER/WATER HEATER REPLACEMENT	£1,000.00	INTERNAL DECORATIONS	£4,000.00
CAR PARK RESURFACE AND RELINE	£36,000.00			PORTACABIN REPLACEMENT	£50,000.00
FLOORING REPLACEMENT	£12,000.00			SECURITY ALARM REPLACEMENT	£7,000.00
INTERNAL DECORATIONS (LIDO INFO CENTRE)	£25,000.00				
ROLLER SHUTTER REPLACEMENT (8 No.)	£3,000.00				
BLOCK PAVING OVERHAUL	£8,000.00				
EXTERNAL DECORATIONS	£20,000.00				
FENCING REPLACEMENT (PERIMETER WOODEN)	£12,000.00				
FLOORING REPLACEMENT	£8,500.00				
INTERNAL DECORATIONS	£7,500.00				
KITCHEN REFURBISHMENT	£8,500.00				
ROLLER SHUTTER REPLACEMENT (3 No. MANUAL)	£3,000.00				
TOILET REFURBISHMENT	£30,000.00				
WINDOWS/DOORS OVERHAUL	£7,500.00				
ROLLER SHUTTER REPLACEMENT (6 No. POWERED)	£31,000.00				
ROLLER SHUTTER REPLACEMENT (6 No. POWERED)	£18,000.00				
ROLLER SHUTTERS REPLACEMENT (6 No. POWERED)	£23,000.00				
RUNNING TRACK COLUMNS RELAMP	£6,500.00				
SECURITY ALARM REPLACEMENT	£5,000.00				
GARAGE STORE ROLLER SHUTTERS (No. 2) REPLACEMENT	£7,000.00				
CTV REPLACEMENT	£3,000.00				
ROLLER SHUTTERS REPLACEMENT	£3,000.00				
		Area Name: Hampstead Heath, Ponds (Area 3)	£117,000	Area Name: Hampstead Heath, Vale of Health & East Heath Area	£43,500
		CABLING TO SUPPLY PILLAR AND REWIRING	£115,000.00	REPORT 'HA HA' WALL	£8,500.00
		DECORATIONS	£2,000.00	Air Raid Shelter - Vale of Health - Local Monument - works	£5,000.00
		Area Name: Hampstead Heath, Sandy Heath & Heath Extension	£77,500	THE POUND - WALLS OVERHAUL	£12,000.00
		DRAINAGE OVERHAUL	£36,000.00	ROLLER SHUTTERS REPLACEMENT (1 No.) (ELECTRIC SHUTTER)	£18,000.00
		FENCING OVERHAUL/DECORATIONS/REPLACEMENT	£9,500.00		
		SURVEY - DRAINAGE	£7,500.00		
		SURVEY - GENERAL	£4,000.00		
		GRECIAN FOUNTAIN CLEANING & LIMEWASHING	£6,000.00		
		QUINQUENNIAL INSPECTION OF HISTORICAL PROPERTIES	£2,500.00		
		BOUNDARY WALL OVERHAUL (NORTH END)	£10,000.00		
		CONVECTOR HEATERS/WATER HEATER REPLACEMENT	£3,000.00		

City Estate (NLOS) - Year 5 forecast - Project and area breakdown

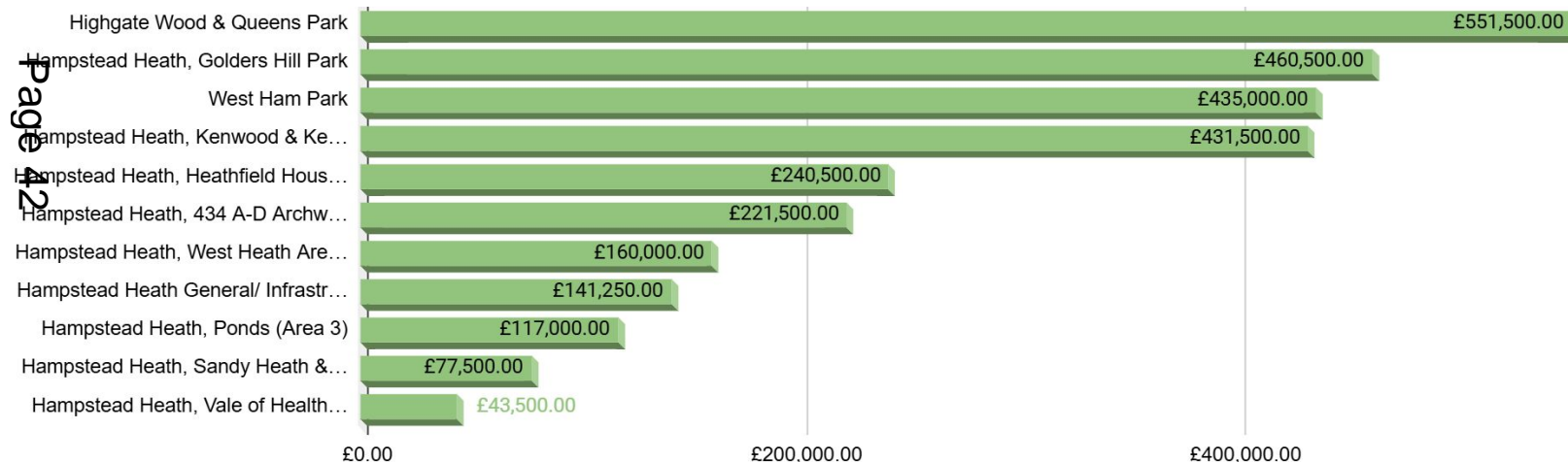


Area Name: Hampstead Heath, Golders Hill Park	£460,500	Area Name: Highgate Wood & Queens Park	£551,500	Area Name: West Ham Park	£435,000
BRICKWORK REPOINTING (SERVICE ROAD)	£20,000.00	DRAINAGE OVERHAUL	£50,000.00	BOLLARD REPLACEMENT ((MAIN GATES) (ELECTRIC RISING))	£18,000.00
DRAINAGE OVERHAUL	£55,000.00	DRAINAGE SURVEY	£20,000.00	LUMINAIRES REPLACEMENT	£3,000.00
SURVEY - DRAINAGE/OVERHAUL	£7,500.00	FENCING REPLACEMENT/DECORATION	£17,000.00	LANDLORDS LIGHTING & POWER REWIRE	£18,000.00
WATER MAINS/DRAINS REPLACEMENT	£60,000.00	DRINKING FOUNTAIN OVERHAUL	£4,500.00	LIGHTING REPLACEMENT	£1,500.00
WINDOWS REPLACEMENT	£36,000.00	RAINWATER GOODS OVERHAUL	£6,000.00	FILTER HOUSE REFURBISHMENT	£8,500.00
WINDOWS REPLACEMENT (STORES (5 No.))	£6,000.00	ROOF REPLACEMENT ((FLAT) (VERANDAH))	£20,000.00	PAVING & GENERAL TILING OVERHAUL	£4,000.00
CCTV REPLACEMENT	£23,000.00	WINDOWS REPLACEMENT	£12,000.00	ROOF REPLACEMENT	£2,000.00
RAINWATER GOODS REPLACEMENT	£12,000.00	CONSERVATORY REPLACEMENT	£36,000.00	PUMPSET & FILTERS REPLACEMENT	£18,000.00
WINDOWS REPLACEMENT (CAFE)	£40,000.00	EXTERNAL DECORATIONS	£8,500.00	SECURITY ALARM REPLACEMENT	£6,500.00
WINDOWS REPLACEMENT (TOILETS)	£20,000.00	EXTERNAL DECORATIONS	£6,000.00	BATHROOM REFURBISHMENT	£12,000.00
LANDLORDS LIGHTING & POWER REWIRE (CAFE)	£115,000.00	ROOF REPLACEMENT (MAIN)	£25,000.00	EXTERNAL DECORATIONS	£6,000.00
LIGHTING INC. EMERGENCY LIGHTING REPLACEMENT (CAFE)	£31,000.00	WINDOWS REPLACEMENT	£20,000.00	KITCHEN REFURBISHMENT	£20,000.00
SECURITY ALARM REPLACEMENT (CAFE)	£2,500.00	EXTERNAL DECORATIONS	£6,000.00	ROOF INSULATION	£2,000.00
WATER HEATER SYSTEM REPLACEMENT (TOILETS)	£3,000.00	KITCHEN REFURBISHMENT	£20,000.00	WINDOWS REPLACEMENT	£36,000.00
PUMP/FILTER SYSTEM REPLACEMENT (POND)	£3,000.00	ROOF REPLACEMENT (MAIN)	£25,000.00	BATHROOM REFURBISHMENT	£12,000.00
INTERNAL DECORATIONS	£2,500.00	WINDOWS REPLACEMENT	£20,000.00	EXTERNAL DECORATIONS	£6,000.00
EXTERNAL DECORATIONS	£2,000.00	EXTERNAL DECORATIONS	£4,000.00	GARAGE ROOF REPLACEMENT	£6,000.00
INTERNAL DECORATIONS	£2,500.00	KITCHEN REFURBISHMENT	£6,500.00	ROOF INSULATION	£2,000.00
LIGHTING REPLACEMENT	£3,000.00	ROOF REPLACEMENT	£20,000.00	WINDOWS REPLACEMENT	£36,000.00
DECORATIONS	£3,000.00	EXTERNAL DECORATIONS	£4,000.00	BATHROOM REFURBISHMENT	£12,000.00
EXTERNAL DECORATIONS	£3,000.00	ROOF REPLACEMENT	£20,000.00	CONSERVATORY REPLACEMENT	£12,000.00
ROOF REPLACEMENT	£4,500.00	CORPORATE IMAGE BOARDS DECORATION	£4,000.00	EXTERNAL DECORATIONS	£4,000.00
EXTERNAL DECORATIONS	£3,000.00	TENNIS COURTS RESURFACING OF COURT 6	£72,000.00	FOOTPATH REPLACEMENT	£8,500.00
PUMP REPLACEMENT TO FEED AT PONDS	£3,000.00	EMERGENCY LIGHTING REPLACEMENT	£1,500.00	KITCHEN REFURBISHMENT	£12,000.00
		LUMINAIRES REPLACEMENT	£5,000.00	RAINWATER GOODS REPLACEMENT	£4,000.00
		HARDSTANDING REPLACEMENT (TARMAC)	£20,000.00	ROOF INSULATION	£2,000.00
		DOOR ENTRY REPLACEMENT	£6,000.00	ROOF REPLACEMENT (MAIN)	£20,000.00
		ELECTRIC STORAGE HEATING REPLACEMENT	£3,000.00	WINDOWS REPLACEMENT	£20,000.00
		EMERGENCY LIGHTING REPLACEMENT	£5,000.00	SECURITY ALARM REPLACEMENT	£6,500.00
		LUMINAIRES REPLACEMENT	£5,000.00	BATHROOM REFURBISHMENT	£12,000.00
		SECURITY ALARM REPLACEMENT	£1,500.00	CONSERVATORY REPLACEMENT	£12,000.00
		BATHROOM REFURBISHMENT	£8,500.00	EXTERNAL DECORATIONS	£4,500.00
		EXTERNAL DECORATIONS	£4,000.00	FOOTPATH REPLACEMENT	£8,500.00
		KITCHEN REFURBISHMENT	£25,000.00	KITCHEN REFURBISHMENT	£12,000.00
		RAINWATER GOODS REPLACEMENT	£3,000.00	RAINWATER GOODS REPLACEMENT	£4,000.00
		ROOF REPLACEMENT (EXTENSION) (FELT)	£4,000.00	ROOF INSULATION	£2,000.00
		WINDOWS REPLACEMENT	£25,000.00	ROOF REPLACEMENT (MAIN)	£20,000.00
		SECURITY ALARM REPLACEMENT	£6,500.00	WINDOWS REPLACEMENT	£20,000.00
				SECURITY ALARM REPLACEMENT	£6,500.00
				DOOR ENTRY SYSTEM REPLACEMENT	£1,000.00
				EMERGENCY LIGHTING BATTERY REPLACEMENT	£1,000.00
				EMERGENCY LIGHTING REPLACEMENT	£3,000.00
				EXTERNAL LIGHT REPLACEMENT	£3,500.00
				LUMINAIRES REPLACEMENT	£8,500.00



City Estate (NLOS) - Year 5 forecast

Year 5 (NLOS) Forecast



City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 03/07/2025
Subject: Risk Management Update Report	Public report: For Decision
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. One new risk is reported in detail, by exception (at Appendix 1a).

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

Corporate Risk Management Process

1. The City of London's Risk Management Framework incorporates the Risk Management Policy; the Risk Management Strategy 2024-29; and Risk Management Guidance and Training.
2. The Risk Management Policy outlines the City Corporation's overarching approach and requirements in risk management.
3. The Risk Management Strategy 2024-2029 articulates the City of London Corporation's approach to identifying, mitigating, and managing risk. It ensures that the City Corporation upholds duties, delivers priorities, and supports and aligns with organisational ambitions including our Corporate Plan 2024-2029 strategic outcomes enabling delivery, continuous improvement and innovation.

Risk governance and reporting

4. For each natural environment charity, the responsible Management Committee retains oversight of risk, with officers under their relevant delegated authority in the operational management of the charity having day-to-day responsibility for managing and controlling risk.
5. 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.
6. The City of London's Risk Management Framework requires each Chief Officer to report regularly to Committees on the risks faced by their department.
7. Your Committee, on behalf of the City Corporation as Trustee, reviews risks faced by the West Ham Park charity on a quarterly basis to gain assurance that risks are being effectively identified and managed. This reporting frequency aligns with the City of London's Risk Management Framework and exceeds the requirements of the Charity Commission.

8. 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.

Current position

9. 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.
10. 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.
11. 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. For example, changes to legislation, resource availability, severe weather events.

West Ham Park Risks

12. The content of the West Ham Park Risk Register is summarised at paragraph 15, below, and at Appendix 1. The Register contains eight risks (two RED, six AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his management team. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system.
13. One new risk has been added to the register: **ENV-NE-WH 015: Work related stress**. This risk relates to the high workloads being experienced by some members of staff and the associated increased levels of workplace stress and anxiety. The potential impacts include greater staff absence and turnover; reduced health and wellbeing; and reduced ability to deliver services. The risk has been assessed at a score of Red 16 (likely to occur, with a major impact). Senior Managers are taking action to address the situation and reduce the risk to the target score. Actions include ensuring appropriate support for individuals; better prioritisation of workstreams; reviewing staff rotas; and identification of additional funding to increase staff resources. Please refer to Appendix 1a for full details of this new risk.
14. The other highest risk for West Ham Park is '**ENV-NE-WH 011: 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 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.

15. The full list of risks held by West Ham Park is as follows:

- **ENV-NE-WH 011: Decline in condition of assets**
(Current risk score: RED 16, constant)
- **ENV-NE-WH 015: Work related stress**
(Current risk score: RED 16, new risk (see Appendix 1a for full details))
- **ENV-NE-WH 004: Budget pressures**
(Current risk score: AMBER 12, increasing)
- **ENV-NE-WH 006: Adverse impacts of extreme weather and climate change**
(Current risk score: AMBER 12, constant)
- **ENV-NE-WH 003: Risk to health and safety**
(Current risk score: AMBER 8, constant)
- **ENV-NE-WH 009: Impacts of anti-social behaviour on staff and sites**
(Current risk score: AMBER 8, constant)
- **ENV-NE-WH 014: Tree event or failure**
(Current risk score: AMBER 8, constant)
- **ENV-NE-WH 005: Negative impacts of pests and diseases**
(Current risk score: AMBER 6, constant)
- **ENV-NE-WH 010: Negative impacts of development and encroachment**
(Current risk score: GREEN 4, constant)

Corporate and Strategic Implications

16. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
17. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, 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.
18. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

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

Appendices

- Appendix 1 – West Ham Park Summary Risk Register
- Appendix 1a – West Ham Park Detailed Risk (by exception)
- Appendix 2 – City of London Corporation Risk Matrix

Contact

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West Ham Park Summary Risk Register

16 June 2025



Risk score indicator key.

		
RED	AMBER	GREEN

Risk code	Risk title	Current risk score	Current risk score indicator	Risk Approach *	Target risk score	Target risk score indicator	Direction of travel (last 10 assessments)
ENV-NE-WH 011	Decline in condition of assets	16		Reduce	12		Constant
ENV-NE-WH 015	Work related stress	16		Reduce	12		New risk – added in April 2025
ENV-NE-WH 004	Budget pressures	12		Reduce	8		Increasing
ENV-NE-WH 006	Adverse impacts of extreme weather and climate change	12		Reduce	6		Constant
ENV-NE-WH 003	Risk to health and safety	8		Reduce	4		Constant
ENV-NE-WH 009	Impacts of anti-social behaviour on staff and site	8		Reduce	6		Constant
ENV-NE-WH 014	Tree event or failure	8		Reduce	6		Constant
ENV-NE-WH 005	Negative impacts of pests and diseases	6		Reduce	4		Constant
ENV-NE-WH 010	Negative impacts of development and encroachment	4		Accept	4		Constant

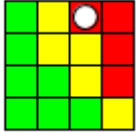
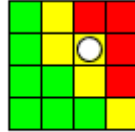
* **N.B.** Risks with an identical current and target score are those which we have mitigated to the lowest level possible at present. However, we continue to undertake a range of actions to maintain them at their current score, keep them under continual review, and seek opportunities to reduce the level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

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West Ham Park Detailed Risk (reported by exception)

Generated on: 16 June 2025



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 015 Work related stress Page 51 30-Apr-2025 Bill LoSasso	Cause: Insufficient staffing numbers available to meet existing workloads and ensure adequate coverage as a consequence of significant cuts to NLOS staffing during the Target Operating Model (TOM2) process and other reductions. Event: Staff are overworked, lone working, critical services are not delivered, procedures are not updated or followed. Effect: Higher staff absence; increased staff turnover; reduced staff wellbeing and mental and physical health; inability to deliver services; reputational damage due to decreased service delivery; increased risk of accident and injury to staff or public.	 Likelihood Impact	16	Some members of staff are experiencing overwork due to insufficient staffing levels, and are working additional, unpaid, hours to meet service delivery demands. This is resulting in increased levels of workplace stress and anxiety. The current risk score is assessed as Red 16 (likely to occur with a major impact) to reflect this. Senior Management are working to address this situation as identified in the actions below. We aim to reduce the risk score to the initial target of Amber 12 (possible/major) by the end of the financial year. We will then consider other actions which will enable the score to reduce further. 16 Jun 2025	 Likelihood Impact	12	31-Mar-2026	
							Reduce	

Appendix 1a

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 015a Business Planning	Improve prioritisation of tasks through the new Five-Year Charity Business Plan.	The updated business planning process for the charity is being refined and implemented to better prioritise workstreams and reduce overwork where possible. This will be reviewed and improved annually.	Bill LoSasso	16-Jun-2025	31-Mar-2026
ENV-NE-WH 015b Staff rotas	Review staff rotas	Staff rotas will be reviewed during 2025 to modernise work schedules and quantify/document staffing gaps where possible.	Bill LoSasso	16-Jun-2025	31-Dec-2025
ENV-NE-WH 015c Income generation	Identify additional funding to increase staff resource.	A Head of Development and Partnerships is being recruited to support income generation and fundraising. We hope that the work of this officer will identify funding for additional staff resources. The due date of this action is set for March 2026 to enable time for the recruitment process to be completed and for impact of the post holder's work to start to be realised.	Bill LoSasso	16-Jun-2025	31-Mar-2026
ENV-NE-WH 015d Natural Environment Charity Review	Seek options through the Natural Environment Charity Review.	Senior Managers will advocate, via the Natural Environment Charity Review (NECR), for restoration of funding, which was cut during the Target Operating Model (TOM2) process and elsewhere.	Bill LoSasso	16-Jun-2025	31-Mar-2026
ENV-NE-WH 015e Provide support for staff	Liaise with HR and Occupational Health	Senior Managers will continue to liaise with HR and the Occupational Health service as appropriate to ensure support is provided for staff. Stress Risk Assessments will be considered where appropriate. This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.	Bill LoSasso	16-Jun-2025	30-Sep-2025

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)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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City of London Corporation Committee Report

Committee(s): West Ham Park Committee – For Information	Dated: 03/07/2025
Subject: Revenue Outturn 2024/25	Public report: For Information
This proposal: delivers Corporate Plan 2024-29 outcomes provides statutory duties	Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Executive Director Environment Chamberlain
Report author:	Niranjan Shanmuganathan, Chamberlain's Department

Summary

This report compares the revenue outturn for the services overseen by your Committee in 2024/25 with the budget for the year. In total, there was an unfavourable budget position of (£197,000) for the services overseen by your Committee compared with the budget for the year as set out below.

Summary Comparison of 2024/25 Revenue Outturn with Budget			
	Budget £'000	Revenue Outturn £'000	Variance Better/ (Worse) £'000
Direct Net Expenditure			
Executive Director Environment	(728)	(810)	(82)
The City Surveyor (including Cyclical Works Programme)	(157)	(280)	(123)
Total Direct Net Expenditure	(885)	(1,090)	(205)
Support Service Recharges	(403)	(395)	8
Overall Total	(1,288)	(1,485)	(197)

The Executive Director Environment has submitted a request to carry forward local risk underspendings within the Department, none of which relates to your Committee, and this will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of Resource Allocation Sub Committee.

Recommendation

Members are asked to:

- Note the report.

Main Report

Revenue Outturn for 2024/25

1. Actual net expenditure for your Committee's services during 2024/25 totalled (£1.485m), with an unfavourable budget variance of (£197,000) compared with the budget of (£1.288m).
2. A summary comparison with the budget for the year is tabulated below. In the tables, income, increases in income and reductions in expenditure are shown as positive balances, whereas brackets are used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £50,000) are commented on.

Table 1 - Summary Comparison of 2024/25 Revenue Outturn with Budget			
	Budget £'000	Revenue Outturn £'000	Variance Better/ (Worse) £'000
Local Risk			
Executive Director Environment	(719)	(717)	2
The City Surveyor	(116)	(144)	(28)
Total Local Risk	(835)	(861)	(26)
Central Risk	(9)	(93)	(84)
Cyclical Works Programme	(41)	(136)	(95)
Support Service Recharges	(403)	(395)	8
Overall Total	(1,288)	(1,485)	(197)

Reasons for Significant Variations

3. The overspend on budgets managed by the City Surveyor is mainly related to Cyclical Works Programme (CWP) expenditure being (£95,000) higher than expected due to the rephasing of projects, such as works at Atcost Barn to carry out roof repairs and the replacement of windows and bollards. The CWP does not form part of the City Surveyor's local risk budget, and any variances will be carried over to 2025/26. Under the governance of the programme, variances on budgets are adjusted for the life of the programme to allow for the completion of works which can span multiple financial years.
4. The central risk adverse variance of (£84,000) is driven primarily by depreciation expenses of (£68,000) for the West Ham Park Playground capital project following completion of the works in February 2024. The remaining (£16,000) adverse variance relates to the West Ham Park external audit fees incurred for overruns on the 2023/24 audit of accounts.

Local Risk Carry Forward to 2025/26

5. The Executive Director Environment has a local risk underspend of £2,000 on the activities overseen by your Committee. Across the wider Environment Department the Executive Director Environment had net local risk underspendings totalling £237,000 on activities overseen by other Committees, after adjusting for unspent carry-forwards from 2023/24. The Executive Director Environment has requested that £200,000 out of their maximum eligible underspend of £239,000 be carried forward, none of which relates to activities overseen by your Committee.
6. Carry-forward requests will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of Resource Allocation Sub Committee.

Corporate & Strategic Implications

Strategic implications – none.

Financial implications – none.

Resource implications – none.

Legal implications – none.

Risk implications – none.

Equalities implications – none.

Climate implications – none.

Security implications – none.

Appendices

- **Appendix A** – West Ham Park Committee - Analysis of Movement in 2024/25 Opening Budget to Closing Budget

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West Ham Park Committee Analysis of Movements 2024/25 Opening Budget to Closing Budget

	£000
Opening Local Risk Budget (incl Cyclical Works Programme)	(752)
Adjustments:	
Additional funding from Natural Environment Directorate for WHP	(35)
150th Anniversary Celebration	
Uplift for centrally funded apprenticeships	(38)
Central budget uplift for increased energy costs	(10)
New approvals and changes to phasing of CWP	(41)
Closing Local Risk Budget (incl CWP)	(876)
Opening Central Risk Budget	(9)
Closing Central Risk Budget	(9)
Opening Support Service Recharge Budget	(421)
Adjustments:	
Recalculation of Central Support Recharges	(64)
Adjustment to Directorate Recharges	(13)
Removal of Learning Team Recharge	95
Closing Support Service Recharge Budget	(403)
TOTAL Opening Budget	(1,182)
Movement in Local Risk Budget (incl CWP)	(124)
Movement in Central Risk Budget	0
Movement in Support Service Recharge Budget	18
TOTAL Closing Budget	(1,288)

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City of London Corporation Committee Report

Committee(s): Hampstead Heath Consultative Committee – For Information Natural Environment Board – For Information West Ham Park Committee – For Information Hampstead Heath, Highgate Wood & Queen’s Park Committee – For Information Epping Forest & Commons Committee – For Information	Dated: 16/06/2025 03/07/2025 03/07/2025 17/06/2025 17/07/2025
Subject: Natural Environment Charity Review – Update on Fundraising Workstreams	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain’s Department?	
Report of: The Executive Director of Environment and the Chamberlain	Katie Stewart Caroline Al-Beyerty
Report author:	Jo Hurst Assistant Director Charity Development

Summary

A key deliverable of the Natural Environment Charity Review (NECR) is the enabling of enhanced income generation and fundraising across the eight Natural Environment Charities, in order to grow and support the delivery of their objectives.

During 2024 reports were brought to Management Committees which provided analysis of existing income types at these charities and identified potential for growth. This report details progress since then and next stages of this workplan and is being brought for information as part of the commitment to keep Members up to date on the work of the Review.

Recommendation(s)

Having regard to the CoLC's trustee responsibilities for the eight Natural Environment charities and in that case being satisfied that it is in the best interests of each relevant charity and its beneficiaries, Members are asked to:

- Note the report.
- Note the two planned briefing sessions for all interested Members on Biodiversity Net Gain potential at Natural Environment sites, and fundraising opportunities and resourcing for the NE Charities.

Main Report

Background

1. The NECR is a wide-ranging review of the eight Natural Environment Charities across four main themes: Governance, Funding Model, Assets and Income Generation. This report summarises and updates on recent work exploring the fundraising element of the Income Generation workstream.
2. The eight Natural Environment Charities and their registered charity numbers are:
 - a) Ashted Common (1051510)
 - b) Burnham Beeches & Stoke Common (232987)
 - c) Coulsdon and Other Commons (232988-1)
 - d) Epping Forest (232990)
 - e) Hampstead Heath (803392)
 - f) Highgate Wood and Queen's Park Kilburn (232986)
 - g) West Ham Park (206948)
 - h) West Wickham Common and Spring Park Wood (232988)
3. During 2024 reports were brought to the Management Committees of these charities with details of existing income streams including the amounts of deficit funding provided to each by the City of London Corporation (CoLC), based on Local Risk elements only of each charities' accounts. "Local Risk" is the term used internally for budget under direct management of Superintendents, spent on local staff and the site. Other corporate costs of supporting the charities, central risk and capital funding were excluded for this exercise. A high-level commentary on each existing funding stream was provided and potential for additional fundraising / income generation was estimated, including identifying likely opportunities for growth, resource required and perceived risks.
4. On 13th February 2025, Policy and Resources Committee approved a change in the funding model for these charities, moving from deficit funding to a grant funding model. This decision is considered a key step to enabling some of these income streams and supporting corresponding growth of these charities.

5. Previous reports have acknowledged that the CoLC has not previously had the necessary internal expertise to further develop and realise fundraising potential and to properly assess likely growth and timescales. The Natural Environment Charity Review has therefore utilised some of its funding to engage external consultants to further develop this work.

Current Position

Fundraising

6. In April 2025 fundraising consultants 'The Transform Partnership' were engaged. Further details of the scope of their work follows in this report.

Biodiversity Net Gain

7. Recent changes to national planning regulations require developers to deliver Biodiversity Net Gain (BNG) as part of their development in certain circumstances. BNG is a mechanism for funding the creation and improvement of natural habitats and aims to ensure that development has a measurably positive impact ('net gain') on biodiversity, compared to what was there before development. Where enhancements cannot be achieved on site, or nearby, there is the possibility of developers purchasing units from land managers to provide such improvements on their behalf.
8. Many sites that are assets of the NE Charities (owned by the CoLC in its charity capacity), or are owned by the CoLC in its corporate capacity but managed in complement to the activities of those Charities (some of which was previously referred to as 'buffer land' or 'pink land' but which is now collectively referred to as 'complementary land') have significant potential to provide such biodiversity enhancement schemes and therefore may have value for marketing and management of BNG units.
9. BNG processes and markets are emergent across the UK, and this is currently a highly specialised area. Following a competitive tender exercise Mott MacDonald was engaged to provide analysis for BNG potential across all NE Charity and complementary land parcels, and that survey was completed in May 2025.

Proposals

Fundraising

10. The Transform Partnership will be meeting with key officers and members over the coming weeks in order to complete their research and provide a report covering:
 - a) Advice on fundraising team development and strategy;
 - b) Fundraising potential analysis across all sites, identifying viable income streams and estimating financial targets;

- c) Identifying how to allocate fundraising efforts strategically, given some charities have greater income generation potential than others;
- d) Defining the structure, roles, salaries, and responsibilities for a permanent fundraising team within the Natural Environment Division;
- e) Creating a headline income generation plan across key income streams for each Charity to support sustainable, long-term fundraising operations beyond the consultancy period;
- f) Developing a fundraising policy framework to underpin fundraising efforts;
- g) Ensuring that fundraising aligns with CoLC's financial and operational goals;
- h) Further analysis of the NE Charities and their current and future fundraising and commercial income generation work;
- i) Development of written content to support fundraising bids for each charity, including history, USP, ambitions and donor opportunities;
- j) Testing of case statement narratives with key senior stakeholders and funding prospects
- k) Recommendations including resource and policy needs, roadmaps and timelines and tried and tested cases for support, establishing useful content for fundraising pitches and proposals.

11. It is expected that this report will be presented by The Transform Partnership to all Members in a recorded session by end October 2025 allowing discussion and questions on their findings.

Biodiversity Net Gain

12. Mott MacDonald have completed their research into BNG potential and have presented draft findings to key officers involved with their research. Notes and observations have been made back to them for incorporation into their finalised report.

13. It is proposed that Mott MacDonald team are invited to present their findings to all interested Members in a recorded session on the background and potential for BNG income generation at NE sites. Officers are working with Mott MacDonald to schedule this session ahead of the summer recess.

14. It is important to note that there may be many potential uses for complementary land parcels, some of which may be conflicting and some of which may be synergic. This prioritisation of these options is out of the scope of this report but is being addressed through other workstreams, including but not limited to development of a Complementary Land Policy and a Complementary Land Use Assessment.

Key Data

15. Financial data informing the fundraising analysis was previously provided to Members in a report entitled 'Natural Environment Charities – Income Analysis and Priorities' which went to the NE Committees in summer 2024.

Corporate & Strategic Implications

Strategic implications – These workstreams support Corporate Plan 2024-2029 outcomes particularly in Leading Sustainable Environment and Dynamic Economic Growth.

Financial implications – Costs for fundraising consultants and Biodiversity Net Gain analysis have been met by the Natural Environment Charity Review budget. The fundraising report will make recommendations for investment in skilled resource to support further fundraising efforts at the charities in the future but that is not included in this report.

Resource implications - The fundraising report will make recommendations for investment in skilled resource to support further fundraising efforts at the charities in the future but that is not included in this report.

Legal implications - As described in paragraph 2 of this report, the eight Natural Environment charities in scope of the matters contained in this report are all registered charities. The CoLC has various duties and obligations as a charity trustee including to only act in the best interests of the charity concerned.

Charity trustees have a duty to act reasonably and safeguard the resources of a charity, and would be expected to maximise opportunities to generate income by seeking funding from a variety of appropriate sources where possible. The CoLC may, therefore, explore fundraising opportunities (either from third parties or from income generating opportunities on the open spaces themselves), within the parameters of the respective governing documents of each of the NE Charities. As particular fundraising or BNG projects are developed in greater detail, they will need to be assessed against the governing documents and objects of the relevant charities. For all sites, including complementary land, relevant projects will need to be assessed against the capacity in which the land is held, any restrictions on land use that may operate on those sites due to, for example, restrictive covenants on their titles, and broader relevant considerations such as conservation designations.

Risk implications – Risks are captured and monitored as part of the wider NECR and within the risk registers maintained by department. This project is not considered to present further risks not already considered.

Equalities implications – Equalities implications will be assessed, as appropriate, in relation to any proposed actions and projects arising out of the income generation workstream.

Climate implications – The Natural Environment Charities and their associated complementary land and assets are essential to achieving corporate Carbon Action Strategy goals and other environmental objectives.

Security implications - None

Conclusion

16. Work on the fundraising workstream of the NECR continues. Assessment of potential for income through Biodiversity Net Gain across the charities and their associated complementary land has been assessed and will be presented to interested members at a dedicated session soon. Fundraising consultants have

been engaged and will present to members on their conclusions and recommendations in October 2025.

Appendices

- None

Background Papers

17. "Natural Environment Charities – Income Analysis and Priorities" received by Natural Environment Management Committees from May to July 2024.

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City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 03/07/2025
Subject: NECR Charity Assets Update for West Ham Park	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Leading Sustainable Environment
Does this proposal require extra revenue and/or capital spending?	No
Report of: The Executive Director of Environment and The Chamberlain	Katie Stewart Caroline Al-Beyerty
Report author:	Jo Hurst Assistant Director Charity Development

Summary

This report is being brought for information as part of the commitment to keep Members up to date on the work of the review.

A key deliverable of the Natural Environment Charity Review is an audit of land assets owned by the City of London Corporation ('CoLC') in its capacity as charity trustee of each of the eight Natural Environment charities, ensuring that the information held on those assets in the CoLC's Asset Register is accurate and up to date. This report summarises the processes used to audit the land assets held by the CoLC as trustee of the West Ham Park Charity.

Recommendation(s)

Having regard to the CoLC's trustee responsibilities for the West Ham Park Charity and in that case being satisfied that it is in the best interests of the Charity and its beneficiaries, Members are asked to:

- Note the audit process undertaken for the land assets of the West Ham Park Charity and the steps to maintain the Asset Register.
- Note the list of charity land assets of the West Ham Park Charity included in the appendix to this report.

Main Report

Background

1. The Natural Environment Charity Review (NECR) is a wide-ranging review of the eight Natural Environment Charities across four main themes: Governance, Funding Model, Income Generation and Assets. This report summarises and updates on the Assets workstream, and the audit that has been carried out on the ownership of land assets (and the permanent buildings upon them) at West Ham Park (charity no. 206948).
2. The West Ham Park Charity is unincorporated, which means it does not have its own legal identity and cannot hold property itself. As the sole corporate trustee of the West Ham Park Charity, it is the CoLC that holds the Charity's property, in its capacity as trustee, on trust for the Charity's specific charitable purposes (and subject to management in accordance with the governing documents of the charity and requirements of charity law). For the purposes of this report, the assets held subject to these arrangements are referred to as 'charity land assets'.
3. Assets that are managed in complement to the activities of the NE charities but owned by the CoLC in its non-trustee capacity are referred to as complementary land or assets.

Current Position

4. The process used to audit the charity land assets of the NE charities involved Comptroller and City Solicitors (C&CS), City Surveyors (CSD), the NECR Team and Natural Environment Division Teams.
5. Although the land asset audit process varied slightly from charity to charity (dependent on complexity and information available) the process flow was generally as follows:
 - a. CoLC's existing lists of land parcels, Land Registry title numbers and addresses, compiled by CSD, were provided and reviewed.
 - b. Copies of Land Registers for each title were obtained (either from existing records or the Land Registry) and the details noted and checked against existing information.
 - c. A library of the collated information was created, including copies of title information indexed by charity and individual land parcel (as relevant).
 - d. Acquisition documentation (e.g. transfers and conveyances) were located (either from existing records or the Land Registry) and added to these libraries.
 - e. If acquisition documentation could not be located, or did not clearly identify the capacity in which the CoLC acquired the land, then further research was carried out. This included research in the CoLC's archives and on

committee reports and minutes/resolutions that authorised or discussed that acquisition.

- f. Following on from above, a Title Schedule (summarising the title and acquisition data and other research) was produced.
- g. Summary documentation outlining the land assets for each charity was produced and circulated to relevant CoLC staff (including the NECR Steering Group) for review and comment.
- h. To provide assurance that all registered charity land assets had been identified, a dataset of all property owned by companies in England and Wales was obtained from the Land Registry and interrogated using specialist software to identify land registered to the CoLC. The result was a list of titles by relevant county/district, which was cross-checked against the existing charity land asset information.
- i. Final versions of the summary documentation for each charity were brought to the NECR Steering Group and will be used as the basis for updating the Asset Register where necessary.

Outcomes

- 6. A list of the charity land assets for West Ham Park, along with a plan showing their location, is in the appendix. The general principle is that any permanent buildings located on those charity land assets are also assets of the West Ham Park Charity.
- 7. Should any additional assets or information come to light at a later date then the abovementioned principles will be applied as relevant, and the asset register updated following consultation with key officers from C&CS, CSD and NE.
- 8. Land assets that are managed in complement to the activities of the NE charities but held by the CoLC in its non-charity trustee capacities (City's Estate or City Fund), were also reviewed. These include operational sites, compounds, lodges, offices, paddocks, and tenanted farmland. As Members will be aware from the Complementary Land Policy and Land Use Appraisal Terms of Reference which came to your Committee earlier this year, such areas are now collectively referred to as 'Complementary Land' and separate workstreams on their governance, financial arrangements and use are underway. Heathfield House is used to support the operations of the West Ham Park charity as office space for staff working on the North London Open Spaces and for commercial rental to generate income.
- 9. The CoLC's Land & Property Terrier database will function as the Land Asset Register for the NE charity land assets. That database, as well as other corporate data systems relevant to management of the CoLC's assets (including Horizon

GIS mapping systems), will be updated as necessary to reflect the outcomes of the charity land asset audit process, ensuring consistent access to up-to-date information.

10. Most registered charities are subject to restrictions on disposing of their land by virtue of sections 117 to 129 in Part 7 of the Charities Act 2011 (as varied). To reflect these limitations on disposals of charity land, there is a prescribed form of restriction that must be entered in the title register of such land ('Charities Act restriction'). Applications will be made to the Land Registry to ensure that Charities Act restrictions are registered on all Land Registry titles for charity land assets at West Ham Park.

Key Data

11. A list of the charity land assets for West Ham Park is included as an appendix to this report.

Corporate & Strategic Implications

Strategic implications – These workstreams support Corporate Plan 2024-2029 particularly in Leading Sustainable Environment and Dynamic Economic Growth.

Financial implications – Future governance, use and management of complementary land will have financial implications for the associated charities that is outside of the scope of this report and will be covered in other workstreams.

Resource implications - Future governance, use and management of complementary land will have resource implications for the associated charities that is outside of the scope of this report and will be covered in other workstreams.

Legal implications – These are incorporated in the body of the report. It is also noted that the CoLC has various duties and obligations as trustee of the West Ham Park charity, including: to only act in the best interests of the charity; and otherwise to meet its obligations to hold the charity's relevant property in perpetuity as permanent endowment, and subject to management in accordance with the governing documents of the charity and requirements of charity law. The continued maintenance of an up-to-date Asset Register assists the CoLC to demonstrate compliance with its trustee obligations.

Risk implications - Risks are captured and monitored as part of the wider NECR and within the risk registers maintained by department. This project is not considered to present further risks not already considered.

Equalities implications – None

Climate implications - The Natural Environment Charities and their associated complementary land and assets are essential to achieving corporate Carbon Action Strategy goals and other environmental objectives.

Security implications - None

Conclusion

12. An audit of the charity land assets of the West Ham Park charity has been carried out. Processes and conclusions are included in this report for information.

Appendices

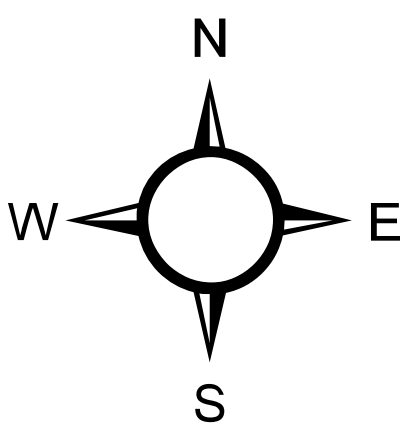
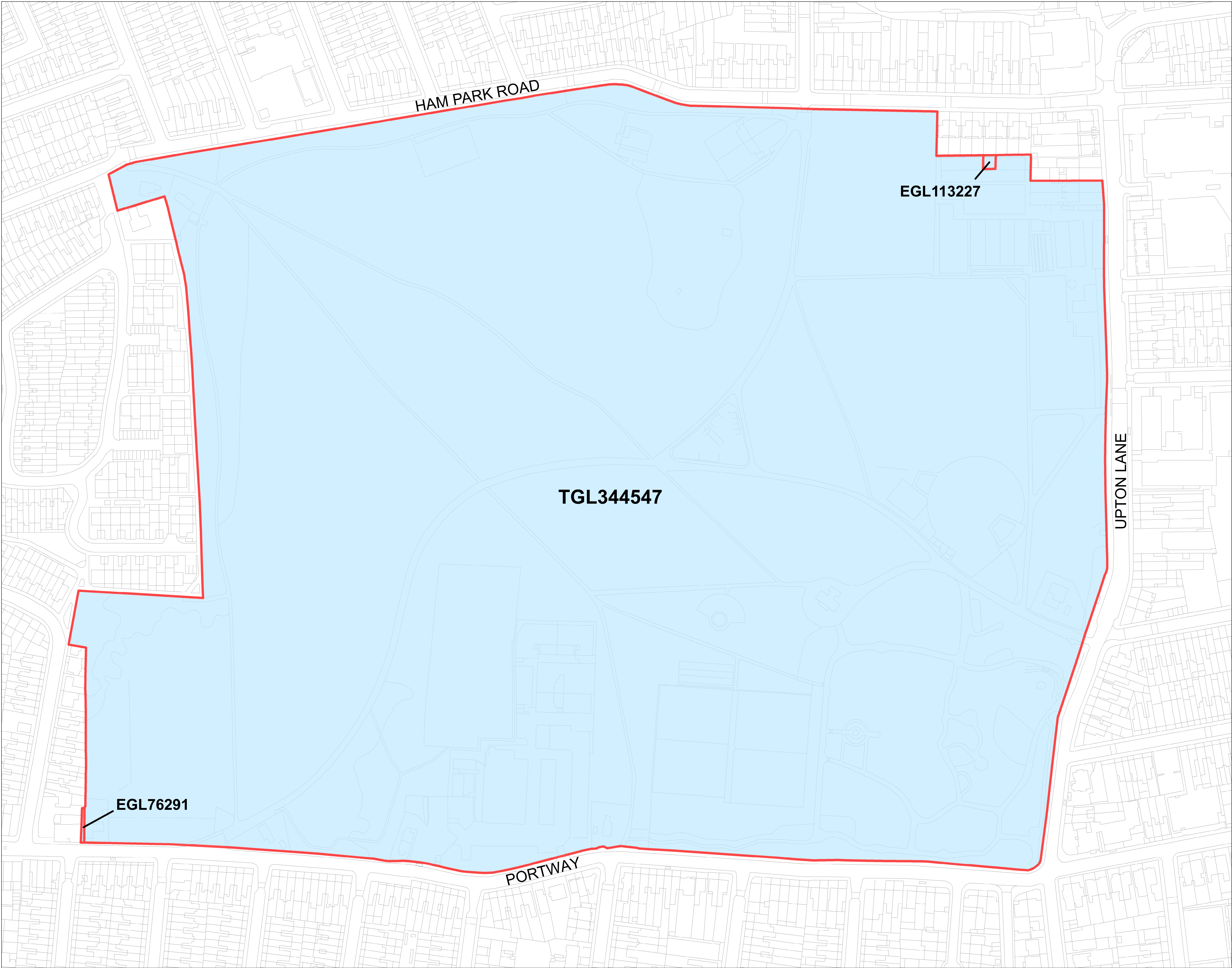
- Appendix 1 – List and plan of West Ham Park charity land assets.

Jo Hurst

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Key

 City Owned Charity land

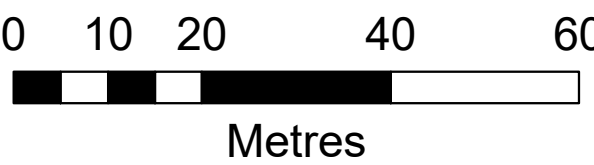
- TGL344547 - West Ham Park
- EGL113227 - Land lying to the south of Ham Park Road
- EGL76291 - Land on the north side of Portway.



CITY OF LONDON
P.G.Wilkinson BSc MSc MRICS
City Surveyor
CITY SURVEYOR'S DEPARTMENT
Corporate Property Group :
Plans & Records Section

City of London
Land and Property Terrier
Natural Environment Charity Review
West Ham Park

Created by:
Plans & Records
Corporate Property Group
Date Created:
16 Jun 2025



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Managing Charity	Building / Land Name	Address	Registered Titles	Conclusion
West Ham Park	West Ham Park	West Ham Park, Wanstead.	TGL344547	Asset of the Charity
West Ham Park	Ham Park Road (Land lying to the south of Ham Park Road, London).	West Ham Park, Wanstead, London E7	EGL113227	Asset of the Charity
West Ham Park	Portway (Land on the north side of Portway, London).	West Ham Park, London E15	EGL76291	Asset of the Charity
NLOS (all - shared facility)	Hampstead Heath: Heathfield House	Archway Road, Hampstead Heath, London, N6 4J	EGL333509	Not Charity (Complementary land)

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