



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: TUESDAY, 4 FEBRUARY 2025

Time: 4.00 pm

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

Members:

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

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. APOLOGIES

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

3. MINUTES

a) Draft Minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee (Pages 9 - 16)

To agree the public minutes and non-public summary of the meeting held on Tuesday 03 December 2024.

For Decision

b) Draft Minutes of the Hampstead Heath Consultative Committee (Pages 17 - 26)

To note the public minutes and non-public summary of the Hampstead Heath Consultative Committee meeting held on Tuesday 14 January 2025.

For Information

c) Draft Minutes of the Highgate Wood Consultative Group (Pages 27 - 32)

To note the draft minutes of the meeting of the Highgate Wood Consultative Group held on Thursday 14 November 2024.

For Information

d) Draft Minutes of the Queen's Park Consultative Group (Pages 33 - 40)

To note the draft public minutes of the meeting held on Wednesday 20 November 2024.

For Information

e) Draft Minutes of the Hampstead Heath Sports & Wellbeing Forum (Pages 41 - 48)

To note the public minutes of the Hampstead Heath Sports & Wellbeing Forum held on Thursday 28 November 2024.

For Information

Hampstead Heath

4. **HAMPSTEAD HEATH SPORTS AND WELLBEING FORUM TERMS OF REFERENCE**

Report of the Executive Director, Environment.

For Information
(Pages 49 - 52)

5. **ASSISTANT DIRECTOR'S REPORT (HAMPSTEAD HEATH)**

Report of the Executive Director, Environment.

For Information
(Pages 53 - 64)

6. **RISK MANAGEMENT UPDATE REPORT**

Report of the Executive Director, Environment.

For Decision
(Pages 65 - 84)

7. **BUDGET ESTIMATES 2025/26 - HAMPSTEAD HEATH CHARITY**

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

For Decision
(Pages 85 - 96)

8. **HAMPSTEAD HEATH FEES AND CHARGES FY'2025-26 (1 APRIL 2025 – 31 MARCH 2026)**

Report of the Executive Director, Environment.

For Decision
(Pages 97 - 126)

9. **RE-OPENING OF FORMER TENNIS HUT AT PARLIAMENT HILL**

Report of the Executive Director, Environment.

For Decision
(Pages 127 - 132)

10. **PROJECT PRIORITISATION PROCESS**

Report of the Executive Director, Environment.

For Discussion
(Pages 133 - 140)

11. **HAMPSTEAD HEATH DOG SWIMMING AND PESTICIDE INTRODUCTION**

Report of the Executive Director, Environment.

For Discussion
(Pages 141 - 148)

12. **FIVE-YEAR BUSINESS PLAN (HAMPSTEAD HEATH)**

Report of the Executive Director, Environment.

For Information
(Pages 149 - 164)

13. **HAMPSTEAD HEATH TRUSTEE'S ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024**

Report of the Chamberlain.

For Information
(Pages 165 - 212)

14. **OPERATIONAL FINANCE PROGRESS REPORT 2024/25 (QUARTER 3 APRIL - DECEMBER) - HAMPSTEAD HEATH**

Report of the Chamberlain.

For Information
(Pages 213 - 226)

Highgate Wood & Queen's Park

15. **ASSISTANT DIRECTOR'S REPORT (HIGHGATE WOOD)**

Report of the Executive Director, Environment.

For Information
(Pages 227 - 232)

16. **ASSISTANT DIRECTOR'S REPORT (QUEEN'S PARK)**

Report of the Executive Director, Environment.

For Information
(Pages 233 - 238)

17. **BUDGET ESTIMATES 2025/26 - HIGHGATE WOOD & QUEEN'S PARK CHARITY**

Joint Report of the Chamberlain and Executive Director, Environment.

For Decision
(Pages 239 - 248)

18. **HIGHGATE WOOD FEES AND CHARGES FY'2025-26 (1 APRIL 2025 – 31 MARCH 2026)**

Report of the Executive Director, Environment.

For Decision
(Pages 249 - 260)

19. **QUEEN'S PARK FEES AND CHARGES FY'2025-26 (1 APRIL 2025 - 31 MARCH 2026)**

Report of the Executive Director, Environment.

For Decision
(Pages 261 - 272)

20. **FIVE-YEAR BUSINESS PLAN (HIGHGATE WOOD)**

Report of the Executive Director, Environment.

For Information
(Pages 273 - 286)

21. **FIVE-YEAR BUSINESS PLAN (QUEEN'S PARK)**

Report of the Executive Director, Environment.

For Information
(Pages 287 - 298)

22. **OPERATIONAL FINANCE PROGRESS REPORT 2024/25 (QUARTER 3 APRIL - DECEMBER) - HIGHGATE WOOD & QUEEN'S PARK**

Report of the Chamberlain.

For Information
(Pages 299 - 314)

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

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

25. **EXCLUSION OF THE PUBLIC**

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

For Decision

Part 2 - Non-Public Agenda

26. NON-PUBLIC MINUTES

- a) **Draft Non-Public Minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee (Pages 315 - 320)**

To agree the non-public minutes of the meeting held on Tuesday 03 December 2024.

For Decision

- b) **Draft Non-Public Minutes of Hampstead Heath Consultative Committee (Pages 321 - 324)**

To note the non-public minutes of the meeting held on Tuesday 14 January 2025.

For Information

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

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

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HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Tuesday, 3 December 2024**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 3 December 2024 at 4.15 pm

Present

Members:

William Upton KC (Chairman)
John Beyer
Deputy Timothy Butcher
John Foley
Alderman Alison Gowman CBE
Jason Groves
Michael Hudson
Pauline Lobo
Wendy Mead OBE
Councillor Arjun Mittra
Eamonn Mullally

In attendance:

Alethea Silk

Externals:

Wendy Fidler (Land Management Services)
David Withycombe (Land Management Services)
Cofa Pfarre (Maydencroft)

Officers:

Niranjan Shanmuganathan	Chamberlain's Department
Paul Friend	City Surveyors
Sadaf Anwar	Comptroller and City Solicitor's
Anna Cowperthwaite	Comptroller and City Solicitor's
Luke Major	Corporate Strategy and Performance
John Park	Corporate Strategy and Performance
Helen Evans	Environment Department
Bill LoSasso	Environment Department
Jonathan Meares	Environment Department
Charlotte Williams	Environment Department
Callum Southern	Town Clerk's Department

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1. **APOLOGIES**

Apologies were received by Caroline Haines and Sheriff & Alderman Gregory Jones KC.

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

No declarations were received.

3. **MINUTES**

RESOLVED – That, the public and non-public summary of the meeting held on 22 October 2024 be agreed as a correct record.

Matters Arising

A Member suggested there was a need for the City to oppose high rises that were being built up around the Heath, most notably Archway Tower. Officers indicated they were in contact with a consultant that would provide a consultancy service on planning matters, including monitoring planning applications that occurred adjacent to the four open spaces at North London Open Space. Officers confirmed they were discussing the Archway Tower proposal with the consultant.

Another Member queried whether the Committee was formally requesting an objection to the Archway Tower if discussions with the London Borough of Islington's planning department were unsuccessful. The Chairman indicated he was uncertain the Committee could formally approve an objection without further information. The Member indicated they could provide more information to Officers. Officers confirmed they would report back at the next Committee meeting to confirm next steps.

The Chairman noted that a decision on the paddling pool was going to take longer to come about than expected following a recent meeting of the Queen's Park Consultative Group. Officers explained the project needed to be assessed as part of project prioritisation process and come back to Committee with a list of proposed projects for its consideration with a request for a decision on what to prioritise.

It was queried by a Member whether projects at the three parks were being compared against one another, or whether project prioritisation applied to the specific open space itself and would only compete against projects from the same open space. Officers explained the project prioritisation process applied to all the charities which sat under a specific Committee and a list would be brought to Committee with proposed projects, with the next stage of the process determining what budget was available to each charity to confirm which projects could be afforded. Officers confirmed available funding would be assessed under the prioritisation criteria.

The Member also queried where the money would come from for the padding pool project. Officers explained staff resourcing was worked out as part of the

business planning process and five-year business plans were being established. For each activity, Superintendents would assess staffing resource required in order to deliver and maintain business.

The Chairman asked for a timeline for the delivery of the paddling pool if it needed to be considered under the project prioritisation process. Officers explained the schedule had not changed, Officers were currently working on the business plan and the proposal timeline would be brought to the next meeting. The Chairman explained it was not a simple project as £35,000 was required in capital cost and another £50,000 as a new member of staff would be required.

A Member suggested it needed to be considered how it was perceived that the paddling pool project had been delayed and what reputational impact that could have on the charity. Officers explained progress was being made on business planning and the project prioritisation process and felt it was appropriate for the Committee to decide on priorities. Officers further noted that once a decision had been made on that, they would be in a position to expedite the plan for delivery of prioritised projects and devise appropriate communications in relation to those projects.

Another Member asked when delivery of the paddling pool project could occur if it was formally prioritised at the next Committee meeting. Officers explained they would need to establish an implementation timeline.

A question was raised by a Member regarding the option for a splash pool at Queen's Park instead of the paddling pool due to the cost of the pump for the paddling pool. The Chairman indicated this question was also raised at Queen's Park Consultative Group. Officers indicated they had received an indicative cost which would be more capital intensive in upfront cost but would be less operating cost and less Officer time to be operated day-to-day.

4. ANNUAL REVIEW OF TERMS OF REFERENCE

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

The Chairman suggested the removal of the word 'joint' in 'Highgate Wood Joint Consultative Committee', as well as the removal of the word 'joint' and a change of 'Committee' to 'Group' in 'Queen's Park Joint Consultative Group'. These proposed amendments are in paragraph 4(e) of the terms of reference.

RESOLVED – That, Members:

- Approved the terms of reference of the Hampstead Heath, Highgate Wood and Queen's Park Committee, subject to the above amendments, for submission to the Court of Common Council in April 2025, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

5. UPDATE TO HAMPSTEAD HEATH MANAGEMENT STRATEGY (2018-2028)

The Committee received a report which summarised the work done to complete the planned midterm review of the Hampstead Heath Management Strategy and sought Committee approval to finalise the document and prepare for layout and publication.

During the discussion, the following points were noted:

- a) A Member requested the slide deck from the presentation be circulated to the Committee.
- b) Questions were raised to what extent swimming had increased at the ponds and was it being measured now charges had been introduced. Officers agreed to share the figures outside of the meeting.
- c) The Committee questioned how the management plan could be publicised once it had been finalised. Officers confirmed a communications plan would be put together.
- d) The Chairman considered how business plans were being progressed and how that would tie-in with the management strategy. Officers confirmed the business plans would come to Committee in February and also confirmed everything would be ready for a Green Flag submission by the end of January 2025.

RESOLVED – That, Members –

- Noted the provided report and attached Hampstead Heath Management Strategy.
- Authorised the Superintendent, in consultation with the Chair and Deputy Chair, to finalise the review to the Hampstead Heath Management Strategy (2018-2028).

6. UPDATE TO MANAGEMENT PLANS FOR HIGHGATE WOOD AND QUEEN'S PARK

The Committee received a report which summarised the work done to update the management plans for both Highgate Wood and Queen's Park and sought Committee approval to finalise the document and prepare for layout and publication.

During the discussion, the following points were noted:

- a) The Chairman queried the motivation behind using a ten-year plan. Officers explained it was to give time for an overarching vision to be worked towards and were planning to do a five-year review to consult stakeholders. Officers also noted

- b) The Chairman also asked when the date could be included for the tendering of the cafes at Highgate Wood and Queen's Park. Officers were seeking to complete the work on it in the fiscal year of 2025/26.
- c) The Chairman questioned what the target date would be for introducing a licensing scheme for professional dog walking. Officers noted the Consultative Committee had asked Officers to look into a licensing scheme and they were conscious of fully embedding the scheme on the Heath to learn any lessons that may need to come out of that. Officers would continue to think about what the target date would be and indicated it would be further refined in the business plan.
- d) A Member welcomed the ten-year plan and queried whether there was any maintenance works that could be carried out on buildings, such as the lavatories or the hut, especially for visiting sports teams. Officers indicated they were happy to consider that as the plan was finalised and the programme for implementation and identification of improvements was being put together.
- e) Members queried why there was a disparity between the net natural capital asset value and benefit to cost ratio of Highgate Wood and Hampstead Heath. Officers told the Committee it depended on the assets held in those areas and a proportion of the estimated value was related to access provision.
- f) The Chairman suggested the natural capital asset assessment missed things as it looked like Hampstead Heath was costing a lot more money, but did not include the value of other elements, such as sporting events, which costed more to maintain but acknowledged it was a good first study.
- g) Officers explained the natural capital asset assisted with demonstrating the high value of the services provided, alongside the biodiversity and ecosystems presented, to those who may be encouraged to donate funding.
- h) A Member queried what mitigations were in place for visitor pressures, especially in relation to dogs on woodland habitats. Officers explained that the continued approach was creating conservation areas, and those areas would be closed off for 10 years to regenerate naturally. They also explained that there was only two conservation areas closed off at any one time.
- i) Another Member sought more information on the sweet chestnut blight. Cora, an external speaker, indicated it was becoming more of an issue in London and the management plan would highlight potentials. Officers indicated they were currently a small number of sweet chestnuts at Highgate Wood and explained the main concern was the oak decline.
- j) The Committee identified an error on the second paragraph of Page 118 on the Queen's Park Management Plan which referred to Highgate Wood.

The Chairman suggested this needed to be amended. Officers confirmed it was a drafting error and would amend following the meeting.

- k) The Chairman suggested action relating to the paddling pool at Queen's Park should have a timescale of 2025 rather than 2025/26. Officers explained they sought a steer, from the prioritisation process, of what was happening with the space and any implementation would begin in the next fiscal year.
- l) Officers explained there was a proposal that sought to expand the woodland walk which would be a significant redesign of the park and would significantly impact the layout and size of the pitch and pull. Officers confirmed they would turn their attention to the proposal this fiscal year and make a recommendation following due diligence.

RESOLVED – That, Members –

- Noted the provided reports and attached Highgate Wood Management Plan and Queen's Park Management Plan.
- Authorised the Superintendent, in consultation with the Chair and Deputy Chair, to finalise the update to the management plans for Highgate Wood and Queen's Park Committee.

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

The Chairman confirmed, in response to questions, that the date of the Hampstead Heath, Highgate Wood and Queen's Park Committee dinner was on Tuesday 4 February 2025.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

A Member requested the slides decks from the management strategy presentations be shared with Members following the meeting.

9. 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.

10. NON-PUBLIC MINUTES

RESOLVED – That, the non-public minutes of the meeting held on 22 October 2024 be agreed as a correct record.

11. RE-MARKETING OF CAFES AT HAMPSTEAD HEATH, HIGHGATE WOOD, AND QUEEN'S PARK

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

12. DONATION TO SUPPORT WILDLIFE SANCTUARY AT MODEL BOATING POND

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

13. HILL GARDEN PERGOLA UPDATE

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

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

No questions were raised in non-public session on matters relating to the work of the Committee.

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

No other business that the Chairman considered urgent was raised in non-public session.

The meeting ended at 6.54 pm

Chairman

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HAMPSTEAD HEATH CONSULTATIVE COMMITTEE

Tuesday, 14 January 2025

Minutes of the meeting of the Hampstead Heath Consultative Committee held at Committee Room - 2nd Floor West Wing, Guildhall on Tuesday, 14 January 2025 at 5.30 pm

Present

Members:

William Upton KC (Chairman)
John Arnoldi (Heath Hands)
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)
Colin Gregory (Hampstead Garden Suburb Residents' Association)
Michael Hammerson (Highgate Society)
Helen Payne (Friends of Kenwood)
Richard Sumray (London Council for Sport and Recreation)
Jeff Waage (Heath & Hampstead Society)
John Weston (Hampstead Conservation Area Advisory Committee)

In Attendance:

John Etheridge (South End Green Association)
Gaye Henson (Marylebone Birdwatching Society)
Susan Rose (Highgate Conservation Area Advisory Committee)
Michele Martin Williams (Vale of Heath Society)

Officers:

Emily Brennan	- Environment Department
Adrian Brooker	- Environment Department
Colin Houston	- Environment Department
Bill LoSasso	- Environment Department
Jonathan Meares	- Environment Department
Charlotte Williams	- Environment Department
Joseph Smith	- Town Clerk's Department
Callum Southern	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Liz Andrew.

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

No declarations were made.

3. MINUTES

3.1 Draft Minutes of Hampstead Heath Consultative Committee held on 16 September 2024

It was agreed by the Committee that minor amendments be made to items 9c and 9d.

RESOLVED – That, the public minutes and non-public summary of the Hampstead Heath Consultative Committee held on 16 September 2024 were approved, subject to amendments.

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

The public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 22 October 2024 were formally noted.

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

The public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 3 December 2024 were formally noted.

3.4 Minutes of the Hampstead Heath Sports & Wellbeing Forum

The public minutes of the Hampstead Heath Sports and Wellbeing Forum held on 28 November 2024 were formally noted.

Matters Arising

The Committee discussed the resignation of David Walton and expressed gratitude for his exemplary work representing various sports groups over many years.

4. APPOINTMENT OF THE MEMBER OF HAMPSTEAD RUGBY CLUB TO THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE

The Committee noted the report.

RESOLVED – That, Members:

- Noted the report.

5. 2025 SPORTS & WELLBEING FORUM TERMS OF REFERENCE

The Committee discussed the 2025 Sports and Wellbeing Forum Terms of Reference and raised the following points:

- a) The Chair noted that the Chair and Deputy Chair of Hampstead Heath Consultative Committee would be selected as Members of the Hampstead Heath Sports and Wellbeing Forum (HHSWF). The Chair added that Members of the Consultative Committee with an interest in sport should also be Members of HHSWF.
- b) A Representative of the Heath & Hampstead Society observed that the Heath Hands had previously participated in the HHSWF, as an effective part of the City Corporation, and suggested that they would be useful participants going forward as representatives of 'an organization devoted to volunteering,' which formed part of the membership criteria. Officers confirmed that the Heath Hands did participate in the last meeting of the HHSWF in which the Terms of Reference were created. However, in creating the Terms of Reference, they were cautious not to cite organisations specifically, as a more strategic approach was preferred whereby members were appointed generally from areas of interest and expertise among Heath users.

RESOLVED – That, Members:

- Noted the report.

6. ASSISTANT DIRECTOR'S UPDATE

The Committee received the Assistant Director's report which presented an update on matters relating to Hampstead Heath since the last Hampstead Heath Consultative Committee meeting on 16 September 2024.

During the discussion, the following points were raised:

- a) The Chairman informed the Committee that the 'Night of the 10,000 metres Personal Bests' event would not be taking place this year. Officers confirmed that the event was anticipated to return next year.
- b) The Chairman asked for an update on the status of repairs to the Lido and sauna. Officers responded that the Lido was due to undergo urgent electrical repairs between 3rd and 14th February, during which it would be out of operation. Officers assured the Committee that they were working closely with City Surveyors to ensure that the repairs be complete as quickly as possible.
- c) The HGSRA representative requested an update on Legionnaires' in the changing rooms. Officers reported that the changing rooms were re-tested twice for Legionnaires', with both tests coming back negative. The changing rooms were therefore re-opened and operational, being fully utilized by all the teams and flushed weekly to prevent the return of Legionnaires'. Officers indicated that they were working alongside City Surveyors to ensure that the changing rooms be retested and resampled, and that funding was being sought to install an automatic dosing flushing system that would alleviate the reliance on staff.

- d) The representative of the London Council for Sport and Recreation requested further information on the 11 separate emergency works that were identified for the Pergola and what that would mean for people wanting to use it. Officers provided detail of the stabilising repairs that were made by the City Surveyors to keep the structure safe and standing. Details were also provided of the work being done to generate a strategy and funding for the full long-term £4 million Pergola restoration, taking place in tandem with the stabilising repairs.
- e) It was queried by the London Council for Sport and Recreation representative how £50,000 had been raised for the Model Boating Pond Wildlife Sanctuary. Officers were thrilled to have raised £6,000 through crowd funding from local residents, with the remainder being funded by a local resident and Member of the Heath & Hampstead Society.
- f) The Chairman drew attention to the impact of several major storm events since September 2024 and queried whether officers were likely to review the current Met Office and local data being used. Officers reported that a review was underway, with a focus on benchmarking activity across other London sites, particularly the Royal Parks, in terms of tree management and criteria for which speeds other sites would close at. Officers confirmed that the Committee would be provided with more information at the next meeting.
- g) The Heath & Hampstead Society representative questioned whether the Zoo received accreditation at the end of 2024 as suggested by the report. Officers explained that a report was received in December detailing several recommendations that must be implemented and submitted for full accreditation and membership to be awarded.

RESOLVED – That, Members:

- Noted the report.

7. HEATH HANDS UPDATE

The Committee heard an update from Heath Hands, which detailed recent highlights, feedback received from the 2024 opinion survey and strategic objectives.

During the discussion, the following points were raised:

- a) The representative for London Council for Sport and Recreation queried the reasons for the reduction in volunteering hours on walks and talks, despite the strong focus on this area. Officers assured members that the data only shows volunteer led, however most walks are led by staff which are not covered in the report. As such, the walks have not reduced per se. The Chairman suggested that non-volunteer-based walks and talks be included in the report, underselling yourselves.

RESOLVED – That, Members:

- Noted the report.

8. FIVE-YEAR BUSINESS PLAN (HAMPSTEAD HEATH)

The Committee received the Assistant Director's report which provided a working draft of the first five-year business plan for Hampstead Heath.

During the discussion, the following points were raised:

- a) The Hampstead Garden Suburb Residents' Association representative suggested that the discussion be postponed and that the Five-Year Business Plan be discussed in conjunction with the following item on the Project Prioritisation Process.

RESOLVED – That, Members:

- Noted the report.

9. PROJECT PRIORITISATION PROCESS

The Committee received the Natural Environment Director's report which proposed a project prioritisation process for Hampstead Heath, Highgate Wood and Queen's Park Committee.

During the discussion, the following points were raised:

- a) The Chairman sought clarity on which of the two different maximum prioritisation scores contained in the report were to be taken forward (one being 44 and the other being 45). Officers responded that there was an error in the calculation and that the correct scores would be reported to the Committee at the next meeting.
- b) The representative from HGSRA questioned how the order of the Five-Year Business Plan was determined considering that the prioritisation process and funding were both given as factors in determination. The HGSRA representative also questioned whether funding was a factor in the project prioritisation process. Officers suggested that the financial and staffing resources required for project delivery were not considered in the prioritisation process. One of the prioritisation criteria was that a project achieves income generation, however this was assessed separately to the cost of delivery. Once all projects were prioritised, Officers would assess them in a cascading fashion until the point that a project was reached where no funding was available. Unfunded projects would need additional resource and fundraising, and Officers noted that a fundraising plan would be produced by a fundraising consultant, with effort being made to fund the higher priorities in the unfunded category.

- c) The LCSR representative stated that the Annual Work Plan should be an integral part of the prioritisation process and that it should emanate from the Five-Year Business Plan. Officers confirmed that the Hampstead Heath Strategy was the primary document for reference but indicated that numerous plans would inform their work on the Heath. Officers agreed that there was a need to bring all the plans into one place.
- d) The representative from LCSR suggested that it would be beneficial if upcoming projects were separated into three categories: essential, desirable or aspirational. Officers confirmed to the Committee that many 'essential' tasks fell under business-as-usual work, with the prioritisation process being applied to all remaining projects.
- e) The representative from LCSR asked that officers clarify the meaning of local risk. In response, Officers told the Committee that local risk refers to local budget, with the other budget being central risk and recharges.
- f) The LCSR representative advised that it would be useful if Officers could provide information on which projects require revenue, and which require capital. The LCSR representative also expressed concern that the potential to fundraise for a project would not be known until it is scored as a priority and fundraising is sought. Officers indicated that the Project Prioritisation Process was a work in progress and that a lot of further work was needed to take place, including the introduction of a standard project planning process. Officers assured Members that the Natural Environment Charity Review (NECR) would bring greater clarity.
- g) It was queried by the Heath and Hampstead Society representative whether the prioritisation process was introduced to enable the Heath to identify what could be done within the fixed budget, or whether it was a process by which the Heath would develop proposals or negotiations for funding. Officers stated that its primary function was to establish what we can do with existing resources, with the additional ability to identify unfunded projects and develop funding bids.
- h) A representative from the Vale of Heath Society enquired when the Fundraising Consultant was likely to be hired and sought clarification on their exact role and whether further plans existed for the establishment of a fundraising team. Officers advised that the consultant would hopefully be in place by April or May 2025 and would be appointed to identify fundraising potential by site and identify the fundraising capacity needed to realise that potential. Officers added that an initial budget totalling £1.5 million was requested from Finance Committee, Resource Allocation Sub-Committee and Policy and Resources Committee, with some allocation for fundraising, and it was clearly articulated the cost of establishing a fundraising team would be identified during the first year.
- i) The representative from London Council for Sport and Recreation questioned whether the budget setting for 25/26 would be the same as it had previously been. Officers advised that this would be determined by

the NECR; budgeting for the current financial year would remain the same, but from 2025/26 a different model was to be implemented for Epping Forest & West Ham Park Charity, with the remaining charities, including Hampstead Heath due to transition in 2026/27.

- j) The Highgate Society representative enquired whether the fundraising consultant would help mitigate the problem of different charities competing for money from same sources. Officers advised that this would be a part of their role.

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

RESOLVED – That, Members:

- Noted the report.

10. HAMPSTEAD HEATH DOG SWIMMING AND PESTICIDE INTRODUCTION

The Committee received the report of the Senior Ecologist which presented a summary of a recent scientific study focused on the link between dog swimming and pesticide introduction into Hampstead Heath ponds.

During the discussion, the following points were raised:

- a) The Chairman sought further clarity regarding the timescale and next steps. Officers informed the Committee that the paper was due to go to the Hampstead Heath, Highgate Wood and Queen's Park Committee. Immediate actions were also to be taken, including new signage and engagement with visitors to change behaviours.
- b) The representative of the Hampstead Garden Suburb Residents' Association queried how quickly the water would recover following the removal of chemicals. Officers cited recent evidence of the chemicals breaking down quickly into different constituent parts but advised the Committee that the pollution could be worse following the breaking down of the chemicals.

RESOLVED – That, Members:

- Noted the report.

11. RE-OPENING OF FORMER TENNIS HUT AT PARLIAMENT HILL

The Committee received the report of the Volunteer Coordinator which provided an overview of the pilot re-opening of the former tennis booking hut at Parliament Hill.

During the discussion, the following points were raised:

- a) The representative of the Hampstead Garden Suburb Residents' Association favoured the proposal and expressed hope that a similar interpretation base might be opened at the shelter by the entrance to the formal gardens at the northern end of the Heath. The HGSRA representative also suggested that information on management topics, for example the leaky dams, be added to the information boards.
- b) The Chairman queried whether the information hub was in addition to the existing one at Kenwood House dairy. Officers informed the Committee that the plan for early summer was to open the tennis hut on a Saturday and the dairy on a Sunday, depending on Heath Hands' resources.

The Committee endorsed the proposals.

RESOLVED – That, Members:

- Noted the report.

12. HAMPSTEAD HEATH FEES AND CHARGES FY'2025-26 (1 APRIL 2025 – 31 MARCH 2026)

The Committee received the report of the Superintendent which proposed procedure to guide the annual review of fees and charges on Hampstead Heath and proposes fees and charges for financial year 2025-26.

During the discussion, the following point was raised:

- a) The Chairman requested that officers introduce their suggestions in terms of general percentages. Officers responded that a process has been laid out which would be replicated each year. It was proposed that all fees increase by the rate of inflation in September, which was 2.7%.

RESOLVED – That, Members:

- Noted the report.

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

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

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

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

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

16.1 Draft Non-Public Minutes of Hampstead Heath Consultative Committee

RESOLVED, that, the non-public minutes of the Hampstead Heath Consultative Committee held on 16 September 2024 were approved.

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

RESOLVED, that, the non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 22 October 2024 were formally noted.

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

RESOLVED, that, the non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee on 3 December 2024 were formally noted.

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

There were five questions relating to the work of the Committee.

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

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

The meeting ended at 8.05 pm

Chairman

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

HIGHGATE WOOD CONSULTATIVE GROUP

Date: 14 November 2024

Time: 12:00 Walk; 13:00 Meeting

Venue: 432 Archway Road, London, N6 4JH

Members:	William Upton KC CC (Chair)	(Hampstead Heath, Highgate Wood & Queen's Park Committee) Meeting only
	Pauline Lobo CC	(Hampstead Heath, Highgate Wood & Queen's Park Committee)
Co-Optees:	Stephanie Beer	(Muswell Hill & Fortis Green Association)
	Therese Gray	(Highgate Conservation Area Advisory Committee)
	Michael Hammerson	(Highgate Society)
	Laura Dekker	(Friends of Queen's Wood)
	Cllr Pippa Connor	(London Borough of Haringey) Online only, meeting only
	Cllr Scott Emery	(London Borough of Haringey)
Officers:	Bill LoSasso	(Superintendent & Assistant Director, City of London Corporation)
	Jonathan Meares	(Head of Conservation, City Corporation)
	Declan O'Brien	(Ranger Manager Hampstead Heath and Highgate Wood, City Corporation)
	Cindy Blaney	(Senior Ranger, Hampstead Heath and Highgate Wood, City Corporation) Walk only
	Colin Houston	(Volunteer Co-Ordinator, Heath Hands) Walk only
	Rob Shakespeare	(Head of Heritage and Museums)
Additional:	Karin Oleinikova	(Heath Hands)
Enquiries:	Helen Evans	
	helen.evans2@cityoflondon.gov.uk	

AGENDA

1. Apologies

Jason Groves

2. Introductions

William Upton thanked the group for joining and apologised for missing the walk.

3. Minutes of last meeting

To receive the minutes of the Highgate Wood Consultative Group meeting held on 26 April 2024.

- a. Correction to minutes: part 4 re. tree management: the lady who died was in a car, not a pedestrian crossing the road.
- b. Minutes approved

4. Actions and matters arising

4.1 Tree management:

- a. Officers provided a table of figures of tree damage from the past year and number of days closed to date in 2024 compared to 2023. This was brought to the Consultative Group in response to the change in wind speed thresholds leading to the Wood's closure. JM explained that the table in the report, item 15 in agenda pack is to be replaced with the newly distributed paper with two tables.
- b. This table demonstrates:
 - i. 2024: 9 closures varying from major events to less-significant events; overall number of tree damage events totaling 13.
 - ii. 2023: there were 5 closures, with 14 tree damage events reported.
 - iii. We experienced more instances of extreme weather in 2024.
- c. In 2022, a storm in February caused a death. HSE investigated after the fatality and were satisfied with the inspection systems in place at the Wood.
- d. There was an issue with a local resident reporting damage to their car to Cllr Emery which was investigated by Officers earlier this year, with no issues found. The trees adjacent to the road were inspected recently before the event and were deemed to be in good condition, with no debris found.

- e. Officers advised that we are reliant upon weather predictions and that weather could be less significant than predicted, but in these cases, we continue as per predictions. JM advised that we have trees failing below 40mph winds.
- f. Officers noted that the Tree Team research safety recommendations and wind speeds to inform best protocol.
- g. It was queried whether we are potentially closing too often, or not often enough. We need to capture the length of closure as well as frequency, and need to capture the closures in the 37-39mph threshold.

ACTION (JM): further report on Wood closure and wind speed figures in April.

- h. It was agreed that signage and communication on social media is sufficient.
- i. Officers said that there were no plans to further lower the thresholds.
- j. It was noted that balance is needed between information and independence of visitors using their own risk assessment and sense.

4.2 Kiln project: this was addressed later in the meeting.

4.3 Cafe re-tendering:

- a. Officers updated the Group that the cafe remarketing report would be presented to committee on 3 Dec. Officers will update the Group at the next HWCG in spring.

ACTION: Officers to provide further update in next meeting on cafe re-marketing.

- b. It was noted that dog walkers are perceived to use the cafe less due to having to leave their dog unattended in order to access the cafe, and a layout change was suggested.
- c. It was suggested we could experiment with allowing dogs more extensively in this area, by swapping the dog-free and dog-allowed sections, as long as there is no hygiene or safety issue.
- d. One member commented that on several occasions the forest school has been talking too loudly in cafe area, which could deter people from using the cafe seating areas; liaison with them on this was suggested.

5. Updates

5.1 Assistant Director's Report

- a. City Corporation has finalised an agreement with Heath Hands. BL thanked Karin for the work of Heath Hands.
- b. Michael Hammerson was thanked for his work on moth surveys, with the survey in its 40th year.
- c. The Group suggested MH could carry out sessions with Heath Hands volunteers in order to allow the continuance of his work into the future.

5.2 Roman Kiln project update

- a. WU expressed thanks to the Culture and Heritage Team, and noted that the project is going well.
- b. An architect is being consulted for the works to improve the Information Hut. It was mentioned that funding was available from the City Surveyor's Cyclical Works Programme for the works.

ACTION: (RS) to share more details on the development of the Information Hut in a future meeting.

5.3 Recruitment

- a. A new Operative Ranger has recently joined the team and another is currently being recruited, with a start date later this month.

5.4 Sports field and play area

- a. The Group discussed the issue of the quality of the pitch, which is worsening due to climate change, damage from dogs digging, the lack of availability of suitable machinery and increased wear and tear from use.
- b. Officers noted the succession of seasons means no weekend is free, increasing wear and tear.

5.5 Highgate Wood Management Plan

- a. BL expressed thanks to the Consultative Group for their contributions to the Management Plan consultation.
- b. The Group expressed overall satisfaction with the Plan. No further feedback was offered.

6. Any other business

- a. Heath Hands

- i. The Group commended Heath Hands on 9,000 hours of volunteering.
- ii. Congratulations were expressed for their recently passed 25th anniversary. KO noted that a video had been produced to celebrate the occasion.
- iii. It was noted that there was a lack of association between Heath Hands and Highgate Wood. The Group discussed whether some wood-specific volunteering identity with increased capacity could be considered.
- b. Hampstead Heath, Highgate Wood and Queen's Park Management Committee will receive the Highgate Wood Management Plan in December, for approval.

Next meeting date: TBC

Meeting ended at 14:26

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QUEEN'S PARK CONSULTATIVE GROUP

Date: 20 November 2024

Time: 12:00 Walk; 13:00 Meeting

Venue: Foord Community Centre, Braeburn House, Winchester Ave, London, NW6
7TR

ATTENDEES

Members:	William Upton KC CC (Chair)	(Hampstead Heath, Highgate Wood & Queens Park Committee)
Co-Optees:	Ruby Sayed CC	(City of London Corporation Member) Meeting only, online
	Vicky Zentner	(Kensal Rise Residents Association & QPARA)
	Cllr Steve Crabb	(London Borough of Brent)
	Cllr Lesley Smith	(London Borough of Brent)
	Clare Gillian	(Queen's Park Area Residents Association, QPARA)
	Robin Sharp	(Queen's Park Area Residents Association, QPARA)
Officers:	Bill LoSasso	(Superintendent)
	Charlotte Williams	(Head of Operations and Parks)
	Ciaran O'Keeffe	(Formal Parks Manager)
	Paul Brown	(Queen's Park Senior Ranger)
	Helen Evans	(PA to Superintendent - Minutes)
Enquiries:	Helen Evans	helen.evans2@cityoflondon.gov.uk

AGENDA

1. Apologies

Alethea Silk, Flavia Rittner

2. Introductions

The Chair welcomed the Consultative Group. It was noted that Robin Sharp was attending for Flavia Rittner for this meeting. It was noted that Neil Nerva and Jonathan Meares were not in attendance.

3. Minutes of last meeting

The Consultative Group approved the minutes as a fair record of the meeting on 8 May.

4. Matters arising

- a. The Group sought some clarity on the combined nature of Highgate Wood and Queen's Park charities. It was noted that they are one charity, but operate pursuant to two separate budgets which are reviewed separately. This is a historical artifact and the group was assured there being no co-mingling of budgets; any donations are separated by City of London Corporation's finance department as needed, with each space having their own budget and separate bank accounts.
- b. The Group also sought clarity on the proposed expansion to the Woodland Walk. Officers clarified that it would be reviewed this fiscal year (1 April 2024 - 31 March 2025), not calendar year.

5. Updates

5.1 Management Plan

- a. Officers thanked the Group for feeding into this with valuable input.
- b. This is in near-final form and going to committee in early December.

- c. Authorisation is being sought for the Superintendent and Chair to finalise the plan after committee.
- d. There was a considerable discussion on the Management Plans, with the following points raised:
 - i. It was suggested that five years would be an appropriate time and span of the plan, rather than 10.
 - ii. Some members mentioned that some details seem to have been copied over from the 2014 plan without thorough scrutiny.

ACTION: (CW) to check the data on the Queen's Park Management Plan to ensure correct and relevant, based on up-to-date data rather than historical.

- iii. It was queried whether the City Corporation could consider a new structure to the management committee, with a sub-committee for QP, as some members feel there is a comparative lack of time spent on Queen's Park.
- iv. Biodiversity and climate change is significant, but ensuring the park focus is maintained; a biodiversity action plan was suggested, offering targets for enhancement of biodiversity in open spaces.
- v. BL noted the opportunity to review the Management Plan by Hampstead Heath, Highgate Wood and Queen's Park Management Committee, before final publication.
- vi. There are high-rise developments planned in the local area, which will lead to a future increase in residential population and thereby usage of the park. It was noted there had been a 6% drop in population in the ward since 2021 due to gentrification.
- e. Biodiversity action plan: City Corporation was not consulted on the action plan for Brent, as we are not part of the borough-wide plan. Local Councillors will support with next steps.
- f. Brent officers and City Corporation officers will liaise with relevant borough Action Plans and Strategies referenced in the Management Plan.

ACTION: (SMT) look into relevant action plans and strategies from Brent Council to be incorporated into or referenced within the management plan.

5.2 Cafe remarketing

- a. Officers clarified that the cafe re-marketing will be discussed at the Hampstead Heath, Highgate Wood, and Queen's Park Committee on 3

December 2024. This discussion is not to award new cafe operators. Officers confirmed that the Committee is to advise, but that the five cafes at NLOS are planned to be marketed in one effort, but as individual lots, with potentially different successful bidders.

- b. It was noted that some people would like the cafe to stay open later in the summer. Officers are considering operating hours in the remarketing process.
- c. It was noted that ensuring prices are accessible to the whole community is an important consideration.
- d. The community aspects of the cafe will also be considered in the remarketing.
- e. Officers noted that they have direction and feedback from cafe users the previous consultations and no further focus group is planned.
- f. Officers confirmed we will likely instruct an external advisor from the food and beverages industry, and that work will not begin until the new year and final direction is received from the management committee.
- g. One member suggested that we were missing out on opportunities like a pizza truck in the evenings to improve food service was suggested. Some members mentioned they would look into whether they could help initiate arrangements for a food truck to set up on the street.
- h. Some criticisms of the cafe were: it's too expensive for children's food, there are poor reviews of service and food by some, and there is not enough furniture internally or externally. The current tenancy at will of the operator was noted.
- i. RuS raised that this went to HHHWQP some years ago, and queried why this still hadn't gone through. The Chair and Officers noted that the previous remarketing process hadn't been successful.

5.3 Children's entertainment and funfair

- a. Children's entertainment has benefitted from donations in recent years.

ACTION: (Event Manager) Consider request to allocate funding for children's entertainment, and confirm number of funfairs.

5.4 QPCG membership: additional organisations to be invited

- a. Officers noted an intention to invite new representatives to attend the Consultative Group to ensure that they continue to engage with the most representative group of park users as possible.

- b. The Group discussed the incorporation of additional groups into the Consultative Group. Suggestions were: local schools, wider representation, a disability group.
- c. Officers noted that it was an opportunity to obtain views from the wider community, with robust representation of the park users.
- d. QPARA representatives noted they are a large representative group with different committees and groups and that they would like to have more than two representatives present.
- e. RuS: this process is not undermining QPARA's input, but an exercise in ensuring broad representation on the group

ACTION: (Officers) to make progress including more diverse voices of the Park's users into the group, with a focus on accessibility, volunteering and sports.

5.5 Byelaw enforcement

- a. Cllr. Crabb was happy with this being addressed in the report and offered thanks for response on these raised agenda items.

6. Assistant Director's Report

- a. Toilet refurbishment: Officers confirmed that the alarms on the disabled toilets are to be upgraded; currently these are not loud enough.
- b. Contractors driving across the park: this was an issue during the toilet refurbishment which troubled the group, but it has been addressed.
- c. Congratulations were extended to Officers on the awards from Green Flag and London in Bloom.
- d. Signage was requested regarding cessation of dog waste bags offered at the Park.

ACTION (COL): to look into offering signage on the dog poo bins.

- e. There was a discussion around Paddington Cemetery, and their policy for having dogs on leads rather than dogs being banned. Although banning dogs on the site hasn't yet been ruled out, it is unlikely. If banned, there would potentially be additional dogs each day re-directed to Queen's Park.

ACTION (COL): To respond to Paddington Cemetery consultation to reject proposal to ban dogs.

- f. Dogs in the Park since Covid: Officers noted there is a byelaw issue. Byelaws don't prohibit dogs from going into the pitch & putt explicitly, but do prohibit

them to enter the quiet garden and children's area. Users have interpreted this as dogs as allowed off the lead in this space.

- g. Once there is full staff on the Constabulary, education and enforcement will be needed on this so word will get around.

ACTION (COL): Signage on all gates and noticeboards to say dogs are required to be on leads, and enforcement of this.

7. Review of the Queen's Park Paddling Pool

- a. Thanks were offered to CW for her report
- b. Officers noted a need to consider the future of the space, and whether the best use was as a paddling pool or other water play feature.
- c. CW noted that the park team is still under capacity, and the facility will need to be staffed when open, along with managing the park effectively. A potential re-opening of the Paddling Pool will create pressure on the whole team.
- d. The potential ongoing operating costs in addition to the costs to reopen the facility, were discussed.
- e. It was clarified that if a paddling pool is reopened, all staff would need training to provide cover during annual leave, breaks, sickness, and other times that the dedicated staff member was not available.
- f. It was noted that the paddling pool at Parliament Hill does not currently charge for entry.
- g. It was noted that there is commitment from local residents to fundraise to support reactivation of a water play feature, but the size of the fundraising need is very important to ensure it is achievable.
- h. It was noted that officers are awaiting a quote for potential costs to install a splash pad at the site, with an indicative estimated cost understood to be as high as £350,000. It was noted that a splash pad would require less cleaning, less water due to recirculation, less management and no staff, meaning the ongoing costs would lessen the facility cost over time. Other benefits include: its accessibility improvement compared to the paddling pool, and capacity for up to 47 children.

ACTION (CW): to talk to parks operating a splash pad to obtain feedback on the experience, and share visuals of splash pad alternatives to the Group and provide comparable options on costs of paddling pool and splash pad.

8. Any other business

- a. BL offered his thanks to staff at Queen's Park for their commitment and efforts in ensuring that Queen's Park remains a beautiful, award-winning Park.

Next meeting date TBC

Meeting ended: 15:06

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Hampstead Heath Sports & Wellbeing Forum

28 November 2024 at 18:00

Parliament Hill Conference Room & MS Teams

ATTENDEES:

Members:	Richard Sumray (Deputy Chair, acting Chair)		Hampstead Heath Consultative Committee
	Jen Lovell		Highgate Harriers
	Joseph Lowe		Highgate Harriers
	Sandy Nairne		Hampstead Heath Croquet Club
	Jeremy Watson		Highgate Men's Pond Association
	Felicity Moir		Mixed Pond User Group
	Ann Griffin	Online	Kenwood Ladies' Pond Association
	Karen Smith		Parliament Hill Fields Lido User Group
	Emma Rea		Parliament Hill Fields Lido User Group
	Marc Hutchinson		Hampstead Heath Winter Swimming Club
	Robert Gibbs		Hampstead and Highgate Angling Society
	Anandi Shah	Online	Parkrun
	Ella Mitchell	Online	Hampstead Rugby Club
	Max Sagre	Online	Camden Borough Council
Officers:	Bill LoSasso		Superintendent, City of London Corporation
	Charlotte Williams		Head of Operations and Parks, City Corporation
	Richard O'Mahony		Parliament Hill Fields Manager, City Corporation
	Paul Jeal		Swimming Manager, City Corporation
	Colin Houston		Volunteer Co-Ordinator, Heath Hands
Enquiries:	Helen Evans		PA to Superintendent (Minutes), City Corporation

AGENDA

1. Apologies

Greg Jones had offered his apologies, with Richard Sumray acting as Chair for the meeting.

2. Introductions

The Chair went around the table and those attending via Teams, by way of introduction.

3. Review of minutes from 15 July 2024

The Forum agreed the draft minutes from the meeting on 15 July 2024 were an accurate record.

4. Actions and matters arising

None

5. Updates from City of London Corporation

5.1 Projects

- a. Officers noted that the Ponds Access Project is very close to completion. There are some final snagging items at Men's Pond being agreed, with the facilities fully open and works completed by Christmas.
- b. The refurbishment of one lane of the cricket net structure on the Heath Extension has been started, and ought to be completed next week.
- c. The Ladies' Pond is currently undergoing phase 2 maintenance works of the boiler and changing rooms, due to take place in February-March 2025.
- d. A discussion ensued on the diving board at the Men's Pond:
 - i. This is currently out of action due to issues at the jetty with various items failing, including the concrete, slabs, steps and handrail.
 - ii. Two quotes have been obtained, and funding is being investigated, as it is not within the reactive works budget. Officers will therefore need to seek internal funding.

ACTION (COL): to provide clarity on funding streams, budgets and processes, including cyclical repair and bidding for funds.

- iii. Officers stated they are committed to getting this addressed, but that there is little control over the availability of funds as bidding for internal funding is a competitive process.
- iv. Officers noted that the income from the swimming facilities goes into the running of the Lido and Ponds, and the City Corporation makes substantial investments into these assets, such as ongoing operational costs and projects like the £2m recently spent on the Ponds Access Project.
- v. City Corporation is not currently able to offer a breakdown of the figures on the swimming fees and income.
- vi. It was agreed that this issue with the Men's Pond diving board needs to be raised at the Swimming Forum prior to this Forum, which is for strategic issues rather than operational issues.
- e. New leisure management system and contract with XN Leisure:
 - i. CW noted that the building of the new swimming booking system will begin soon.
 - ii. It is estimated this will take around six months of building and testing, but as the coding is complex there might be delays and no timescales are being currently offered for its official launch.
 - iii. Once launched, City Corporation will look at putting this in place for other sports across the Heath.
 - iv. User groups offered to test the new system to check for issues before roll-out.
 - v. Once the new system is in place, the City Corporation will have access to more data on usage.

5.2 Events

- a. The Forum discussed the 'Give it a Go' (GIAG) event, which has been running for 10 years, but with participation reducing this year. The discussion raised the following points:
 - i. We need to improve the event in order to bring people to the Heath and encourage engagement in physical sport, social cohesion and wellness.
 - ii. It needs to be planned and advertised well in advance, ensuring no clashes with other major sporting events.
 - iii. It was suggested we could get people to register interest to enable communication and encourage engagement.

- iv. Swimming is not included in GIAG, but we could consider incorporating this next year.

ACTION (SMT): to re-think the event and update the Forum on the planned date in 2025 and share suggestions on how the Forum can help to improve the GIAG event.

- b. Other recent events on the Heath were discussed, including the London Youth Games cross-country, where there were Olympians present, among 1700 other runners, and the 25th Duathlon with 400 entrants. It was also noted that we would once again host the upcoming national cross-country in February 2025.
- c. Next year will be the 40th anniversary of KLPA and the 100th anniversary of the Ladies' Pond. The discussion on potential events to celebrate will occur in the Swimming Forum.

6. Terms of Reference

6.1 New Terms of Reference

The final proposed Terms of Reference (ToR) were included in the agenda pack, and the Forum had a lengthy discussion on the new Terms. Points of note being:

- a. This Forum is not about being a representative body; its aim is to have a strategic voice whilst considering the Heath holistically to improve wellbeing, sport and activity.
- b. Officers adopted most items suggested at the last meeting, apart from representation on swimming reps., remaining with one swimming rep. due to creation of a separate Swimming Forum, clarifying that additional reps. can be invited to participate if specific issues warrant it.
- c. The swimming groups advised they would like this reconsidered, and requested that it be noted that this had not been discussed at length in the Swimming Forum. Officers noted that this had been discussed at length in the previous Forum meeting, and was considered in updating the new ToR, and that the proposed membership would be the new format.
- d. The Chair clarified that this is a consultative Forum: the group creates a discursive space, and is not a decision-making body, the minutes are reported back to and taken into account by the Hampstead Heath Consultative Committee (HHCC).
- e. It was noted that discussion was the purpose of the last meeting, with the current meeting to reflect on the discussion and confirm the new ToR.

- f. Some wording was discussed in the new ToR, including 'deliver capital investments' and 'human benefit', and officers will consider and circulate the final version.

ACTION (COL): to consider the wording of 4c 'deliver capital investments', and 'human benefit', and consider alternative phrasing.

- g. The Chair raises that a sinking fund would be a sensible approach to plan for and assign budget to various facilities rather than doing this on a reactive basis as it's currently handled. BL noted that capital fund and reactive maintenance is not controlled locally, but by City Surveyors. The Corporation is reviewing this.

ACTION (COL): offer explanation on financials and funding at COL to offer clarification on the structure.

7. Hampstead Heath Management Strategy review and sports on the Heath

- a. BL updated the Forum that the review is going to HHHWQP committee on 3 Dec for decision.
- b. RS noted there is greater emphasis on sports in the newly reviewed Strategy, bringing recognition to the value of sports and recreation and the need to balance this with the ecology of the Heath.
- c. It was noted that sportspeople are fundamental to the protection of the Heath.
- d. Officers will share details of the implications of the Charity Review in due course.
- e. Officers noted the City Corporation spends more money on managing its open spaces than we make from respective activity fees. Discussions on finance are confidential even to members of HHCC.
- f. It was noted that limited notice was given to members for the consultation, rendering the consultation process difficult for some members. Officers noted that the timeframe was restrictive due to the timing of the management committee meeting and deadline for Green Flag applications, and that this was a valid point to be considered in future.

8. Ensuring diversity and inclusion on Sports & Wellbeing Forum

- a. It was agreed we need to ensure our work represents the voices of those not at the table, to reflect, acknowledge and learn from these, to ensure we are relevant and relatable.
- b. Diversity on age, race and disability needs work for representation.
- c. The Forum discussed whether a survey could be appropriate, to allow the Forum's approach to be data driven. However, it was decided that a survey could be

expensive, misinterpreted, flawed and self-selecting. MH noted that one had been conducted in the last 10 years.

ACTION (COL): to try to locate historical survey results.

- d. The representative for Highgate Harriers noted that ethnic and social diversity is good among its membership but not known about its users.
- e. It was noted that diversity and inclusion are critical; with improved diversity among users of the Heath, they will be able to be brought into these meetings and discussions.
- f. It was noted that potential Heath and facility users need to be represented by the Forum reps., not just the current membership.
- g. The diving board and sauna bring in different people and offer gateways into facilities; if there is a focus on fixing these facilities (both are currently not in use) then people will be attracted to the Heath.

ACTION (COL): we will try and find historical surveys.

9. Wellbeing and social prescribing: Defining and furthering these terms

Officers noted this is the beginning of the conversation to re-orient our actions and bring a focus to the Heath's role in physical and mental wellbeing. The discussion centered around the below points:

- a. Heath Hands are exemplary in this, with activities offered including practical volunteer work, forest bathing, mindful walks, making the Heath accessible.
- b. The group put forward the need to link up with key local groups, such as the Royal Free Hospital, the Havisham Group, local GPs, British Heart Foundation etc.
- c. It was remarked that there is difficulty in getting these initiatives off the ground, as they require support through collaboration and funding.
- d. The need to consider the Heath's current contribution to wellbeing in order to inform future direction in how we approach public health services, GP practices, UCL medical students, and improve accessibility for volunteers.
- e. It was advised that to inform strategic discussions, officers could prepare papers to discuss and develop and reflect on.

ACTION (COL): officers to have offline conversation and give a presentation on social prescribing with substantive details to inform the topic and conversation.

- f. Disability access and demand: we have several scooters and disabled hoists, but data on the use of these facilities to see whether we have enough provision would be helpful.
- g. The Lido has many sessions aimed towards making the facilities accessible to those with accessibility needs, but no plan and no reporting on this.
- h. It was suggested we could use people's stories to showcase health and wellbeing using social media.

10. Agenda setting for next meeting

- a. Wellbeing and social prescribing: to be main topic with next steps on how to take this forward with actions shared by all the group.

11. Any other business

- a. Water quality on Heath is affecting wildlife and ecosystems in the ponds and water courses.
- b. Jen Lovell noted the need to understand the strategic approach to how maintenance and budget are determined.

ACTIONS (COL): To provide information on the process for maintenance of assets.

- c. The Forum gave thanks to Marc Hutchison, of the Winter Swimming Club, for his contributions, and the Chair thanked contributions of other people who might no longer be incorporated into the newly reconstituted Forum.

Date of Next Meeting: TBC

Meeting ended: 20:04

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Hampstead Heath Sports and Wellbeing Forum

Terms of Reference

Introduction

1. The Hampstead Heath Management Strategy (2018-2028) states four Vision Themes for Hampstead Heath, with four associated Strategic Outcomes. These are:
 - a. We protect and conserve the Heath: The Heath is maintained as a flourishing green space and historic landscape
 - b. The Heath enriches lives: Improved quality of life for Heath visitors
 - c. The Heath is inclusive and welcoming: The Heath is inclusive and welcoming to a diverse range of visitors
 - d. Together we care for the Heath: Greater number and diversity of people taking care of the Heath
2. The Hampstead Heath Sports and Wellbeing Forum (HHSWF) seeks to further these themes and strategic outcomes by supporting and promoting Hampstead Heath as a destination for sports, recreation, wellbeing, and the improvement of physical and mental health.

Purpose

3. HHSWF will work collaboratively to further the Heath's strategic themes and outcomes - especially 1b and 1c, above.
4. Through collaboration and a partnership-based approach, HHSWF seeks to
 - a. Promote access to and use of the Heath for sports, recreation, and health and wellbeing, including social prescribing, as well as the benefit from social inclusion that derive from these uses.
 - b. Promote Hampstead Heath's role as a destination for local, regional, national, and international events.
 - c. Provide user input for the City of London Corporation's consideration in planning capital and other improvements that further the purposes of this Forum.
 - d. Advocate for equality and diversity among Heath users that is representative of the community that surrounds it.
 - e. Further both the recreational benefits of Hampstead Heath in parallel with its conservation.
5. Operational matters are outside of the scope and purpose of HHSWF and shall not typically form part of the meeting agenda without the Chair's prior approval.
6. Operational matters are reserved to be addressed by Officers directly with users, through other Officer-led pre-arranged meetings, as needed.

Scope

7. HHSWF's remit shall include all of Hampstead Heath, inclusive of Golders Hill Park and Heath Extension.

Chair and Deputy Chair

8. The Chair of HHSWF shall be the Chair of the Hampstead Heath, Highgate Wood & Queen's Park Committee or their designee from that committee.
9. The Deputy Chair shall be nominated by Hampstead Heath Consultative Committee.

Membership

10. The Chair and Deputy Chair of HHSWF shall be members of HHSWF.
11. Members shall be appointed from active users of Hampstead Heath. Members may be individual users, individuals as part of user groups, participants in sport clubs or leagues, or other persons representative of the remit of HHSWF.
12. As much as is practicable, Membership on HHSWF shall be representative of the community surrounding Hampstead Heath.
13. Membership shall be appointed by the Chair of HHSWF and shall comprise:
 - a. One member representing each of the following activities on the Heath: swimming, running, rugby, football, cricket, tennis, athletics, angling, bowling, and croquet
 - b. One member active in the field of public health
 - c. One member from Camden Council
 - d. One member from Barnet Council
 - e. One member from London Sport
 - f. One member from an organization devoted to volunteering
 - g. Other appropriate members as recommended by Officers and appointed by the Chair
14. HHSWF shall be attended by relevant Officers from the City Corporation.

Communication and participation

15. While members may be selected from various user groups or interest areas of the Heath, all members shall act broadly as advocates for the Heath as a place that further the purposes of HHSWF, as opposed to simply advocates for their own areas of interest or activity. In addition to representing, to other best of their ability, the users of the activity that they primarily represent, all members shall contribute to the wider strategic purposes of HHSWF.
16. All members shall actively promote the purposes of HHSWF.

Terms

17. Terms of members shall be for a period of two years. Terms shall run from 1 April until 31 March each year. The Chair shall appoint new members to fill vacancies as they arise. Members appointed mid-term shall serve out the remaining portion of existing terms. Members shall be entitled to serve for a maximum of five consecutive years.

Meetings

18. HHSWF shall meet at least one time per year. Meetings shall be chaired by the Chair of HHSWF. In the Chair's absence, the Deputy Chair shall chair meetings.
19. City Corporation Officers shall take brief meeting minutes. Minutes shall be shared electronically via email with members of HHSWF and with the agenda for the next scheduled Hampstead Heath Consultative Committee and Hampstead Heath, Highgate Wood, and Queen's Park Committee.

Agenda

20. Meeting agendas shall be proposed by Officers and approved by the Chair. Members may propose agenda items for discussion up to 14 calendar days in advance of the meeting. The Chair shall make final decisions on the meeting agenda.
21. The agenda shall be circulated to members seven calendar days in advance of the meeting. Late agenda items or papers will be accepted and circulated with agreement of the Chair.
22. All activities and work carried out in furtherance of HHSWF shall be reported at the end of each fiscal year.

Governance

23. HHSWF's work will be guided by relevant City Corporation strategies, including:
 - a. City of London Corporate Plan (2024-2029)
 - b. City of London Corporation Sport Strategy (2020-2025)
 - c. City of London Natural Environment Strategies (2024-2029), and specifically 'Access and Recreation' and 'Community Engagement' strategies
 - d. Hampstead Heath Management Strategy (2018-2028)
24. It will be further informed by:
 - a. Relevant Local Authority health and wellbeing strategies
 - b. Greater London Authority, Sports England and London Sports' ambitions to make London the most physically active city in the world
 - c. Other relevant documents and initiatives
25. Declarations of interest will be declared at the start of each meeting.
26. The Terms of Reference of the Hampstead Heath Sports and Wellbeing Forum will be reviewed when deemed appropriate by the Chair.

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City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 4 February 2025
Subject: Assistant Director's Report (Hampstead Heath)	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?	£0
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 Department
Report author:	Bill LoSasso, Superintendent, North London Open Spaces

Summary

This report provides Members with an update on matters relating to Hampstead Heath since the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting on 22 October 2024. Please note that while a meeting of this committee occurred on 3 December 2024, it was a continuation of the 3 September meeting, and so no Assistant Director Report was produced.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Report format

1. At the meeting of 22 October 2024, Members expressed their desire for future reporting to be aligned with the charitable goals of each respective charity / open space under its remit.
2. In response, and aligned with Committee direction, Officers have adapted the Assistant Director's Report to align with the four Themes and ten Priorities of the Hampstead Heath Management Strategy. Additional matters will be covered in an "Additional Relevant Matters" section as needed.

We protect and conserve the Heath.

Priority 1: A mosaic of natural habitats is maintained and flourishes

3. We have had several major storm events this autumn and winter that have required the closure of our gated open spaces, including Golders Hill Park and the Hill Garden and Pergola. The most recent and serious storm was Storm Burt on 23 and 24 November. Ten trees across the Heath were damaged, with the majority being root plate failures. The Tree Team and other staff assisted with making fallen and damaged trees safe on 25 November and clearing any blocked paths. The Tree Team have also been carrying out priority tree works generated from their cyclical tree inspections at various locations around the Heath during October.
4. On the 6, 7 and 8 December, Storm Darragh hit the United Kingdom, causing widespread disruption across the country including London. Wind speeds were predicted to be in excess of 50mph, verified by the Gospel Oak weather station. Three trees were damaged on the Heath, with all three trees suffering root plate or stem failures.
5. All the sites are checked after high winds and storms to check the health and condition of trees, to report any dangerous trees that need remedial work and to remove any overhanging branches.

6. Golders Hill Park and the Hill Garden and Pergola have closed nine times (seven of which being all day) since October 2024 due to high winds of over 40mph for safety reasons. During high winds and whilst the park is closed to visitors, the staff carry out a range of tasks such as site patrols, cleaning tools, machinery and equipment, cleaning staff areas as well as administration and office work. When the winds ease, patrols are carried out to check the park for signs of damage and tree failure.

Closure incidents since committee meeting on 22 October 2024

Date	Event	Wind speed prediction (gust)	Wind speed actual (gust)	Length of time closed
1 January 2025	Floris	53 mph	44.9 mph	GHP closed all day
31 December	Floris	45 mph	34.6 mph	GHP closed afternoon
22 December	Eowyn	46 mph	29.2 mph	GHP closed all day
18 December		43 mph	49.5 mph	GHP closed all day
8 December	Darragh	51 mph	49.5 mph	GHP closed all day
7 December	Darragh	57 mph	49.5 mph	GHP closed all day
6 December	Darragh	N/A		GHP closed morning
24 November	Bert	50 mph	44.9 mph	GHP closed all day
23 November	Bert	50 mph	41.5 mph	GHP closed all day

7. Officers continue to work with the London Borough of Camden's Climate Adaptation and Resilience Team to reduce surface water flooding on East Heath Road and the Parliament Hill residential area. An update on these proposals and the works being funded by the City Corporation's Climate Action Strategy are included with the Assistant Director's Report. We plan to include the new proposed leaky dams, which slow down water flow, and ponds in the first Hampstead Heath Consultative Committee's walk of the New Year, on 11 January 2025.

8. The Conservation Team carried out coppicing and other vegetation management on the dams and spillways on both the Highgate and Hampstead chains of ponds. The Team has also been carrying out bramble and scrub management across the Heath at several locations, including the Heath Extension and South Meadow. This work needs to be done out of the bird nesting season to avoid disturbance to nesting birds. Alongside this, the cutting operation has to be done in stages to avoid harm to hedgehogs who are going into hibernation. Other important conservation work has been completed along the Seven Sister's Ponds on the Hampstead Heath Extension, and Sandy Ride on Sandy Heath using Heath Hands volunteers.
9. Main winter tasks include hedge cutting, tidying shrubs and borders and leaf clearance from paths, playgrounds and facilities. The leaf litter and hedge cuttings at Parliament Hill Fields have been added to the headlines around the cricket enclosure to improve the habitat for hedgehogs who are overwintering in this area.
10. The Senior Ecologist recently co-authored a published scientific paper related to the introduction of chemicals into Heath ponds through dog swimming. A separate committee paper for this meeting details the background and findings of this research.
11. In October, yearly bat box checks were completed. 27 bat boxes are currently monitored across Hampstead Heath.
12. The rare Dartford warbler has been recorded by Hampstead Heath birders frequenting the thistle and scrub patches near Parliament Hill in November last year. This is the first record of this bird for 30 years and highlights the importance of managing these grassland and scrub habitats on Hampstead Heath. Although the Dartford warbler's numbers have recovered, the species remains on the amber list having been reduced to just a handful of breeding pairs in the 1960s. It is hoped that the species may return to breed on the Heath later this year.
13. Sightings of brown hairstreak butterfly eggs in Hampstead Heath's blackthorn patches continue to increase thanks to the dedication of a member of the public. This species was first recorded on the Heath in 2024, and it is hoped it is becoming established.
14. Planting carried out by Heath Hands at the Mixed Pond and Men's Pond following the Ponds Access Project has been successfully established. The areas cleared by the construction work were improved by planting native species and replacing lost vegetation. The planting ensured natural barriers were

installed for security reasons and new habitats and wildlife corridors were created.

We protect and conserve the Heath.

Priority 2: Heritage aspects and landscape character are maintained

15. Structural repair and timber strengthening works continue to take place on the Pergola, with regular surveys being carried out. 11 separate emergency works have been identified. Some of the works are complicated by weather restrictions such as the lime mortar works or material availability such as the Portland stone, but the works will begin in December and take approximately 16 weeks. Some sections may need to be closed locally whilst the remedial works are carried out and the public diverted elsewhere. Tilt monitors and crack gauges were installed on 12 and 13 December to monitor movement within the stone and brickwork and were live almost immediately. They record positional data every 15 minutes.
16. Contractors have recently removed defective timbers from the wooden structure of the Pergola and erected supporting timber to the domes and temporary timber bracing to secure the safety of the structure. The columns at the top of the wheelchair ramp access path have been encased. Rectifying works to the Belvedere roof will be carried out in the New Year.
17. Significant and urgent electrical work is scheduled to take place from 3 February to 14 February at Parliament Hill Lido (Grade 2 listed building) and will include replacing the electrical supply for the whole building, including the Education Centre and Lido Cafe, repairs to the outer wall, repairs to the terraces, refurbishment of the filters and installation of additional PVs to increase the number of solar panels on the Lido roof to improve energy efficiency. Some of the works are subject to gaining Listed Building Consent from the London Borough of Camden. These works will result in all electricity to the Lido being shut off during this time, meaning a closure of the facility to the public. A temporary electrical supply will operate the CCTV and intruder and fire alarms, but unfortunately that is not possible to keep the remainder of the facility open. Officers will communicate this closure well in advance, and swimming tickets will be honoured at the ponds during this period. The works will be actively managed by the City Surveyor's Department during the closure to ensure that they are completed as quickly as is possible.

We protect and conserve the Heath.

Priority 3: A balance is maintained between visitor activities and the conservation of natural, built and heritage values

18. The Team have continued their work installing additional enclosures around veteran trees on Hampstead Heath and have now protected 18 trees to date, with more planned between 2025 to 2027 funded by the Climate Action Strategy budget.
19. Operational staff were on duty over the holiday period including Christmas Day, St Stephen's Day, New Year's Eve and into the early hours of New Year's Day to ensure a clean, safe and accessible Heath was maintained for visitors.

The Heath enriches our lives.

Priority 4: Improved physical health, mental health and emotional well-being.

20. The Highgate Harriers held a mid-week open meeting and a 5K track race was trialled in August, which proved to be very popular. The feedback was positive, so plans are underway to host the same event again in 2025, aimed at the local community.
21. Works were carried out at the end of August to set out and mark the four football pitches and three rugby pitches on the Heath Extension in preparation for the start of the season from September onwards. The season is underway, and the pitches are in full use with multiple fixtures on both days across a weekend. Only a few fixtures have been cancelled due to inclement weather conditions and high winds. Rugby re-commenced on the Heath Extension from the 16 November, following the report that the changing rooms could be opened.
22. The cricket season ended after the first weekend in September and play will resume again in May 2025. End-of-season preparations were carried out on the cricket squares at Parliament Hill and the Heath Extension in the autumn. Many of the regular cricket clubs have already provisionally booked for next year.
23. The contractor dismantled, removed and replaced the dilapidated cricket net structure on the Heath Extension. The work began on 25 November and was completed on 05 December. A new one-lane cricket net structure has now been installed in the same location. The flooring carpet was left to cure and bond and there is some snagging of ground maintenance tasks to be done, and these are being carried out by the Golders Hill Park team in the New Year. The facility will

then be open for members of the public to use. The new structure complies with the latest ECB's rules and regulations for cricket standards.

24. In October, Camden Schools Cross-Country had 1200 runners from across the borough participate in races throughout the day and, in November, the London Youth Games returned to the Heath. Approximately 1700 young athletes from 32 boroughs came to the Heath. The races were across four age groups, which included under 11's, under 13's, under 15's and under 17's, with individual, team and over medals being awarded. The event promotes young athletes from varying backgrounds, many of whom continue to compete on the world stage.
25. A duathlon held on 1 September attracted 400 competitors who swam in the Lido and three bathing ponds and ran in between all the swimming facilities. The Lido hosted a British Red Cross charity event in December 2024 and Crisis Icebreaker event in January 2025. The traditional Christmas Day Lifebuoy's Races took place at the Men's Pond with the Lifebuoys Club providing refreshments for the competitors. The race was preceded by 4 hours of mixed swimming, allowing women to join the men for a Christmas Day dip. Many bystanders attended and watched the race from around the edge of the pond and adjacent causeways.
26. Cold water swimming continues to thrive with increasing numbers visiting the Bathing Ponds and Lido during the winter months. The Winter Swimming Club began at the Mixed Pond on 30 October. The Pond remains closed for lifeguarded public swimming now until April 2025.
27. The sauna has been very successful again this year. However, its popularity has resulted in several maintenance issues, which resulted in having to temporarily close it in November 2024 whilst contractors were sourced to carry out the repairs. The repair works are underway, and the sauna will reopen on Saturday 11 January.
28. Phase 2 of the planned maintenance project at the Ladies' Pond is scheduled to start in March 2025. Refurbishment works include a new hot water boiler, repairs to the showers and changing room areas and other essential repairs will be carried out including pathways and fencing. The work will require the Ladies' Pond to be closed for 4 weeks and arrangements have been made for women-only swimming to be moved across to the Mixed Pond during this period.

29. Repairs to the Men's Pond jetty are scheduled for Spring 2025. The work will include repointing, replacing slabs, new wooden handrails, reinforcing the concrete slabs and reinstallation of the much-loved and popular diving board.
30. The Heath Extension changing rooms were further disinfected and resampling of Legionnaires was carried out, which confirmed it had been made safe. Additional bypass valves were fitted so all the water running into the changing rooms is now fed by the mains, bypassing the header tanks, which is aiding the flushing system. Weekly flushing takes place to prevent any build-up of contamination. Installation of an automatic flushing/dosing system is being considered to ensure weekly flushing takes place out of season.

The Heath is inclusive and welcoming.

Priority 5: Increasing social inclusion

31. On 21 September, Hampstead Rugby Club held a new event named 'Trytopia'. The aim was for visitors and the local community to trial rugby. The event was advertised in the local press, on social media and on-site banners. It was a fun-based activity day to promote the club, increase membership and promote the benefits of exercise and keeping fit. It was a successful and well-attended event.
32. The Heath Extension playground, which was completed in January 2024, continues to be very well used by everyone within the local community. Annual ROSPA inspections were carried out in December and regular playground inspections are carried out by staff across the Heath to ensure the playgrounds and equipment are safe to access and use by everyone.

The Heath is inclusive and welcoming.

Priority 6: Diversity and equality

33. An NCIL funding application to the London Borough of Barnet was submitted in December for match-funding to restore, redevelop and improve the sandpit area and adjoining playground at Golders Hill Park. If successful, the project will improve accessibility and increase the play value for children of all abilities, as it will include installation of DDA compliant pathways and wheelchair accessible swings and play tables, and completion of the sandpit area and new play equipment.

34. Staff attended an “Ambitious about Autism” training course at Tree House School in Highgate, which is a National Centre for Autism Education. The training programme focused on open space management to ensure the City Corporation is providing welcoming, safe and enjoyable sites for autistic people and their families to visit.

Together we care for the Heath

Priority 7: Increased sense of collective ownership and personal responsibility

35. The Conservation Team has supervised Heath Hands sessions held in the eastern and western section of the Bird Sanctuary, where they were clearing scrub and bramble and willow saplings in the open meadow areas. There were additional Heath Hands volunteer sessions on the Heath Extension, focusing on meadow restoration, involving sapling removal and bramble clearance.
36. Heath Hands volunteer sessions continue to be held in Golders Hill Park and the Hill Garden and Pergola, offering members of the community the opportunity to get together and take part in manual grounds maintenance tasks that keep the sites looking beautiful and cared for. This also provides an increased sense of collective ownership.
37. The Zoo’s animal adoption page on the website has been updated and is now live; members of the public will now be able to adopt all the species housed at Golders Hill Park Zoo. Adopters will receive a photo of their chosen species and a certificate, and they will also receive the new Zoo newsletter, which will be emailed out to individuals every quarter. Increased publicity is underway for the Zoo and on the Zoo’s social media channels. The Zoo also has a new newsletter, which is sent out quarterly to all the supporters.

Together we care for the Heath.

Priority 8: Visitor behaviour is pro-environmental

38. Officers reconvened the Communications Working Group to discuss behaviours on the Heath that are deleterious to the environment (e.g., littering, dog waste, open fires) and develop messaging to communicate seasonally as appropriate to encourage more pro-environmental behaviours.

Together we care for the Heath.

Priority 9: People treat the Heath and other visitors with respect

39. Rangers, Constabulary and Parkguard continue to patrol the Heath to ensure visitors adhere to the byelaws and respect the Heath as well as each other, and to assist with any visitor enquiries or matters. The Constabulary have been engaged in an education and engagement effort to educate commercial dogwalkers of the licensing scheme and ensure compliance.
40. Now that a full training and induction programme has been developed for the Constabulary, and following the retirement of the Constabulary Sergeant, Officers will be recruiting for a permanent Constabulary Sergeant and filling the Constable vacancies that have been created with recent departures from the Constabulary team.

Together we care for the Heath.

Priority 10: Responsible Management

41. During October and November, the Zoo team have been working with the team at Battersea Park Children's Zoo (BPCZ) on a keeper exchange. BPCZ hosted three of our keepers and in return, Golders Hill Park Zoo team hosted three of their keepers to share knowledge, skills and experience. It worked well and provided a great learning and networking opportunity for everyone involved. It has been decided to make it an annual occurrence to provide the team with continuing professional development.
42. At the beginning of August, the Zoo underwent its first BIAZA (British & Irish Association of Zoos & Aquariums) accreditation screening. This is a new process, which will enable members to become accredited members. The Zoo has recently received the outcome of its screening to become an accredited member of BIAZA. The current result is pass-pending, as the Zoo has been given time to complete highlighted actions. Upon completion and evidence being provided to BIAZA the pass pending result will be changed, and the Zoo will be fully accredited. Work is now underway with the Learning team to increase the educational offer in Golders Hill Park, creating new zoo-based sessions and develop learning opportunities with schools, which is a key component of the BIAZA accreditation screening.
43. The procurement of a new Leisure Management System has now been completed and the contract with XN Leisure has been signed. This new Leisure

Management System will provide a more user-friendly, affordable and flexible ticketing and booking system for swimmers. The new system also promises excellent data-collecting and reporting functions enabling data-driven decision-making. The work will ensure the existing booking systems are maintained and remain operational until the new system is live, which we hope will be in preparation for the 2025 summer season.

44. Approximately 80 staff attended a conflict management training course in November.

Corporate & Strategic Implications

Strategic implications

45. The Hampstead Heath Management Strategy outlines the strategic direction of the charity. The activities noted herein further the achievement of the strategic outcomes noted therein. The activities noted herein also further the relevant strategic outcomes of the City Corporation Plan (2024-2029) and Natural Environment Strategies (2024 - 2029).

Financial implications

46. No implications.

Resource implications

47. No implications.

Legal implications

48. No implications.

Risk implications

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

Equalities implications

50. No implications.

Climate implications

51. Included within the business plan for 2024-25 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020.

Security implications

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

Conclusion

53. This report provides Members with an update on matters relating to Hampstead Heath since the last Hampstead Heath Consultative Meeting on 22 April 2024.

Appendices: None

Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

bill.losasso@cityoflondon.gov.uk

Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 04/02/2025
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 Hampstead Heath, Highgate Wood and Queen's Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations.

Your Committee is responsible for two Registered Charities: Hampstead Heath (charity number 803392) and Highgate Wood and Queen's Park Kilburn (charity number 232986). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. By following the processes defined in the Corporate Risk Management Framework, the management of these risks meets the requirements of the Charity Commission.

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

Recommendation

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the Summary Risk Registers appended to this report satisfactorily identify the key risks to each of the charities and that appropriate risk management processes are in place.

Main Report

Background

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

Current Position

7. For both charities, the two highest risks remain the 'Decline in condition of assets' and 'Impacts of anti-social behaviour on staff and site', both of which are currently scored at Red 16 (likely to occur, with a major impact).

- a. **Decline in condition of assets** – The cause of this risk is the backlog of repair and maintenance works required to be undertaken on the charities' built assets. Additional funding to address the backlog has been approved and 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. This risk is reported in detail for each charity, at Appendices 1a and 2a, for Member's information.
- b. **Impacts of anti-social behaviour on staff and site** – A departmental reporting system is in place to enable rapid reporting of instances where staff experience abusive or unreasonable behaviour by members of the public, which are then followed up with appropriate action. Alongside this, training on conflict management has been delivered to front-line staff across the North London Open Spaces. At a local level, officers encourage responsible behaviour by members of the public, via social media messaging, onsite signage and face to face engagement. Preventative measures are put in place where possible and collaboration with the police and other enforcement agencies to minimise incidents is ongoing. It is hoped that these actions will enable the risk to be reduced.

Hampstead Heath Risks

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

- **ENV-NE-HH 008: Negative impacts of development and encroachment** (*GREEN, 4*)

Highgate Wood and Queen's Park Risks

10. The Highgate Wood and Queen's Park Risk Register, summarised below and at Appendix 2, contains eleven risks (two RED, eight AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his management team.
11. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. None of the risk scores have changed.
 - **ENV-NE-HWQP 007: Decline in condition of assets** (*RED, 16*)
 - **ENV-NE-HWQP 012: Impacts of anti-social behaviour on staff and site** (*RED, 16*)
 - **ENV-NE-HWQP 001: Budget pressures** (*AMBER, 12*)
 - **ENV-NE-HWQP 004: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
 - **ENV-NE-HWQP 002: Negative impacts of visitor pressure** (*AMBER, 8*)
 - **ENV-NE-HWQP 003: Outbreak of fire in woodland/heathland** (*AMBER, 8*)
 - **ENV-NE-HWQP 006: Risk to health and safety** (*AMBER, 8*)
 - **ENV-NE-HWQP 009: Recruitment of suitable staff** (*AMBER, 8*)
 - **ENV-NE-HWQP 011: Tree event or failure** (*AMBER, 8*)
 - **ENV-NE-HWQP 005: Negative impacts of pests and diseases** (*AMBER, 6*)
 - **ENV-NE-HWQP 008: Negative impacts of development and encroachment** (*GREEN, 4*)

Risk Management Process

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

Identification of New Risks

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

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

Corporate and Strategic Implications

16. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
17. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan 2024-29, 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 – Hampstead Heath Summary Risk Register
- Appendix 1a – Hampstead Heath Detailed Risk (reported by exception)
- Appendix 2 – Highgate Wood and Queen's Park Summary Risk Register
- Appendix 2a – Highgate Wood and Queen's Park Detailed Risk (reported by exception)
- Appendix 3 – City of London Corporation Risk Matrix

Contact




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 E: Joanne.Hill@cityoflondon.gov.uk

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Hampstead Heath Risk Register (summary)

Generated on: 10 January 2025



















Risk score indicator key.		
		
RED	AMBER	GREEN

Rows are sorted by Risk score

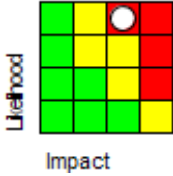
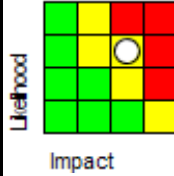
Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-HH 007	Decline in condition of assets	16		12			
ENV-NE-HH 014	Impacts of anti-social behaviour on staff and site	16		8			
ENV-NE-HH 001	Budget pressures	12		8			
ENV-NE-HH 004	Adverse impacts of extreme weather and climate change	12		6			
ENV-NE-HH 002	Negative impacts of visitor pressure	8		6			
ENV-NE-HH 003	Outbreak of Fire in Woodland / Heathland	8		6			
ENV-NE-HH 006	Risk to health and safety	8		4			
ENV-NE-HH 009	Water facilities	8		6			
ENV-NE-HH 010	Deterioration of water bodies	8		6			

Appendix 1

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-HH 011	Recruitment of suitable staff	8		4			
ENV-NE-HH 013	Tree event or failure	8		6			
ENV-NE-HH 005	Negative impacts of pests and diseases	6		4			
ENV-NE-HH 008	Negative impacts of development and encroachment	4		4			

Hampstead Heath Detailed Risk (reported by exception)

Generated on: 10 January 2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE- HH 007 Decline in condition of assets	<p>Cause: Inadequate proactive and reactive maintenance related to insufficient budget for maintenance, repairs and Cyclical Works Programme, and limited capital works programme. Delays in works being carried out once faults are reported. Lack of staff resources at Hampstead Heath. Lack of clarity (cross-departmentally) around roles and responsibilities for facilities maintenance.</p> <p>Event: Operational and public buildings further decline, becoming unusable and/or unsafe.</p> <p>Effect: Serious injury to a member of the public or member of staff. Service capability disrupted/operational impact. Continuation of decline in condition of assets. Ineffective use of staff resources. Damage to corporate reputation. Increased costs for reactive maintenance. Overrun of additional works programme.</p>		16	<p>Surveys of condition of high priority assets have been undertaken. These will inform further agreements and working with City Surveyor's Department (CSD) to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential.</p> <p>Recent approval of maintenance backlog funding is welcome, and work is underway with CSD and other corporate departments to assess, allocate and prioritise the funding to areas of most need.</p> <p>Asset registers for built assets are undergoing review and being transferred into a new system with additional information by CSD. The Assistant Director Charity Development is taking forward recommendations for changes to ways of working with CSD and other corporate departments.</p> <p>The Natural Environment Charity Review is considering alternative funding options, including the use of reserve funds in order for charities to have greater influence over</p>		12	31-Dec-2025	

Appendix 1a

10-Aug-2015 Bill LoSasso				management and investment in their assets. 09 Jan 2025				
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 007a Review of property assets	Review condition of assets in conjunction with City Surveyor's Department.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's Department (CSD) and local teams. City Surveyor's Department owns, and makes decisions on, the budget for works. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Jan-2025	30-Jun-2025
ENV-NE-HH 007b Liaison with City Surveyor's Dept.	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects.	The Assistant Property Facilities Manager (APFM) is in regular contact with Natural Environment Division stakeholders, but there have been delays in liaison between the client and City Surveyor's Department (CSD). Officers are continuing to work with CSD to resolve service delivery issues. We are establishing regular project prioritisation meetings with the CWP (Cyclical Works Programme) Team for project oversight. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Jan-2025	30-Jun-2025
ENV-NE-HH 007d Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department to capture maintenance needs.	Annual inspections of built assets are undertaken in conjunction with the City Surveyor's Department and are contingent upon there being sufficient capacity and resource. There is currently insufficient resource within the local team to complete all inspections but officers continue to liaise with colleagues in the City Surveyor's Department to progress this. A light-touch condition survey of staff accommodation has been carried out; some resources have been identified (through backlog funding) to carry out necessary works and progress is being made towards confirming a comprehensive plan and solution. In the meantime, all defects notified by tenants continue to be reported to City Surveyor's Department for action. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Jan-2025	30-Jun-2025




ENV-NE-HH 007e Asset review	Asset management review.	A full review of Natural Environment assets is being completed through the Natural Environment Charity Review. The eventual outcome will include a comprehensive asset register for Hampstead Heath which will enable the investigation of potential options to tackle the backlog of repair and maintenance works.	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Jan-2025	30-Jun-2025
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Highgate Wood and Queens Park Risk Register (summary)

Generated on: 10 January 2025





Risk score indicator key.		
		
RED	AMBER	GREEN

Rows are sorted by Risk score

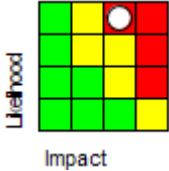
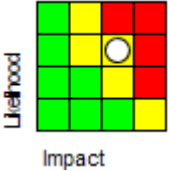
Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-HWQP 007	Decline in condition of assets	16		12			
ENV-NE-HWQP 012	Impacts of anti-social behaviour on staff and site	16		8			
ENV-NE-HWQP 001	Budget pressures	12		8			
ENV-NE-HWQP 004	Adverse impacts of extreme weather and climate change	12		6			
ENV-NE-HWQP 002	Negative impacts of visitor pressure	8		6			
ENV-NE-HWQP 003	Outbreak of fire in woodland / heathland	8		6			
ENV-NE-HWQP 006	Risk to health and safety	8		4			
ENV-NE-HWQP 009	Recruitment of suitable staff	8		4			
ENV-NE-HWQP 011	Tree event or failure	8		6			

Appendix 2

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-HWQP 005	Negative impacts of pests and diseases	6		4			
ENV-NE-HWQP 008	Negative impacts of development and encroachment	4		4			

Highgate Wood and Queen's Park Detailed Risk (reported by exception)

Generated on: 10 January 2025

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE- HWQP 007 Decline in condition of assets	<p>Cause: Inadequate proactive and reactive maintenance related to insufficient budget for maintenance, repairs and Cyclical Works Programme, and limited capital works programme. Delays in works being carried out once faults are reported. Lack of staff resources at Highgate Wood and Queen's Park. Lack of clarity (cross-departmentally) around roles and responsibilities for facilities maintenance.</p> <p>Event: Operational and public buildings further decline, becoming unusable and/or unsafe.</p> <p>Effect: Serious injury to a member of the public or member of staff. Service capability disrupted/operational impact. Continuation of decline in condition of assets. Ineffective use of staff resources. Damage to corporate reputation. Increased costs for reactive maintenance. Overrun of additional works programme.</p>		16	<p>Surveys of condition of high priority assets have been undertaken. These will inform further agreements and working with City Surveyor's Department (CSD) to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential.</p> <p>Recent approval of maintenance backlog funding is welcome, and work is underway with CSD and other corporate departments to assess, allocate and prioritise the funding to areas of most need.</p> <p>Some progress has been made on electrical re-wiring. The condition of the perimeter fencing at Highgate Wood is a growing concern; CSD are looking into a possible solution.</p> <p>Asset registers for built assets are undergoing review and being transferred into a new system with additional information by CSD. The Assistant Director Charity Development is taking forward recommendations for changes to ways of working with CSD and other corporate departments.</p>		12	31-Dec-2025	

Appendix 2a

24-Feb-2022 Bill LoSasso				The Natural Environment Charity Review is considering alternative funding options, including the use of reserve funds in order for charities to have greater influence over management and investment in their assets. 09 Jan 2025				
								Reduce

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 007a Review of Property Assets	Review condition of assets in conjunction with City Surveyor's Department.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's Department (CSD) and local teams. The CSD owns, and makes decisions on, the budget for works. This is an ongoing action and kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Jan-2025	30-Jun-2025
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ENV-NE-HWQP 007e Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department to capture maintenance needs.	Annual inspections of built assets are contingent upon having sufficient capacity and resource to undertake them. A light-touch condition survey of staff accommodation has been carried out. Some resources have been identified (through backlog funding) to carry out necessary works and progress is being made towards confirming a comprehensive solution. In the meantime, all defects notified by tenants continue to be reported to City Surveyor's Department for action.	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Jan-2025	30-Jun-2025

Appendix 2a

		This is an ongoing action and is kept under review.			
ENV-NE-HWQP 007f Asset review	Asset management review.	A full review of Natural Environment assets is being completed through the Natural Environment Charity Review. The eventual outcome will include a comprehensive asset register for Highgate Wood and Queen's Park which will enable the investigation of potential options to tackle the backlog of repair and maintenance works.	Bill LoSasso; Jonathan Meares; Charlotte Williams	09-Jan-2025	30-Jun-2025

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

Likelihood	Impact				
	X	Minor (1)	Serious (2)	Major (4)	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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Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	04/02/2025
Subject: Budget Estimates 2025/26 – Hampstead Heath Charity	Public
Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of funding?	N/A
Has the funding source been agreed with the Chamberlain's Department?	N/A
Report of: The Chamberlain Executive Director Environment	For Decision
Report Author: Niranjan Shanmuganathan, Chamberlain's Department	

Summary

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

Overall, the charity's proposed revenue budget for 2025/26 totals (£6.204m) net expenditure, an increase of (£2.714m) compared to the 2024/25 original budget of (£3.490m).

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

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

Members may wish to note that unlike in previous years, two separate reports will now be submitted to your Committee requesting approval of revenue and capital budgets for 2025/26, one for Hampstead Heath charity and a separate report relating to Highgate Wood & Queen's Park charity.

Recommendation

Members are asked to:

- i) note the latest revenue budget for Hampstead Heath charity for 2024/25;
- ii) review and approve the proposed revenue budget for 2025/26 for Hampstead Heath for submission for approval by the Finance Committee;

- iii) review and approve Hampstead Heath's capital and supplementary revenue project budgets for 2025/26 for submission for approval by the Finance Committee; and
- iv) agree that amendments for 2024/25 and 2025/26 budgets arising from changes to recharges & support services or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Hampstead Heath which is a registered charity funded from City's Estate. The charity is run at no cost to the communities that it serves and is currently funded principally by the City, together with donations, sponsorship, grants and trading income.
2. This report sets out the latest budget for 2024/25 and the proposed revenue and capital budgets for 2025/26 for Hampstead Heath charity and under the control of the Executive Director Environment, analysed between:
 - **Local Risk Budgets** - these are budgets deemed to be largely within the Chief Officer's control;
 - **Central Risk Budgets (including capital charges)** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties);
 - **Recharges & Support Services** - these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
3. In the various tables, income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £30k) have been commented on and are referenced in the relevant table in Appendix 1.
4. The latest budget for 2024/25 and provisional original budget for 2025/26 for Hampstead Heath, is summarised in Table 1 below and further analysed by risk and Chief Officer in Appendix 1
5. The overall proposed 2025/26 budget for Hampstead Heath, which includes the Executive Director Environment's relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor's CWP and building repairs & maintenance budget is (£6.204m) net expenditure.

This is an increase of (£2.714m) when compared with the 2024/25 original budget of (£3.490m) net expenditure.

Table 1 – Hampstead Heath	Original Budget 2024/25 £000	Latest Budget 2024/25 £000	Original Budget 2025/26 £000	Movement 2024/25 OR to 2025/26 OR £000
Local Risk	(2,977)	(3,041)	(3,035)	(58)
City Surveyor Repairs & Mte	(417)	(417)	(427)	(10)
Cyclical Works Programme (CWP)	(406)	(1,186)	(1,707)	(1,301)
Central Risk	(2,277)	(2,277)	(1,051)	(1,126)
Recharges & Support Services	(1,967)	(1,969)	(2,086)	(119)
Total Net Expenditure	(3,490)	(4,336)	(6,204)	(2,714)

Latest Revenue Budget for 2024/25

6. Overall, the 2024/25 latest budget for Hampstead Heath is net expenditure of (£4.336m) as at December 2024, a net increase of (£846k) compared to the 2024/25 original budget of (£3.490m) net expenditure. The reasons for this budget increase are:
- (£780k) re-phasing of CWP projects at Hampstead Heath managed by the City Surveyor. Please note that the CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with variances carried over to future years. The carry-over of unspent balances is reported to Projects and Procurement Sub-Committee;
 - (£64k) increase in local risk funding from central contingency to support energy pressures;
 - (£2k) additional recharges following an increase in the cost of the Natural Environment Directorate for 2024/25 which is subsequently recharged to all the various services within the department.

Proposed Revenue budget for 2025/26

7. The proposed 2025/26 budget is net expenditure of (£6.204m), an increase of (£2.714m) compared to the 2024/25 original budget. Detail of the movement between 2024/25 original budget and 2025/26 original budget is set out in Appendix 2.

8. For 2025/26 budgets include:
 - a 2% uplift for inflation as a cash limit to Chief Officers' budgets;
 - a clear distinction between local risk, central risk, and recharge budgets; and
 - responsibility for budgetary control placed on departmental Chief Officers.
9. The resulting resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead and the requirement in law for the City to set a balanced budget.
10. The budget has been prepared within the resource envelope allocated to the Executive Director Environment, with the following assumption:
 - Support Services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2023/24 with the method of apportionment updated to reflect the latest up to date corporate information. However, the full budgets for these departments have not yet been finalised, so further changes to these budgets may be required. Members are asked to agree that the decision as to the changes required to these budgets are delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.
11. Appendix 1 provides details on budget movements between the 2024/25 original budget and the 2025/26 proposed budget. Overall, there is an increase in net expenditure of (£2.714m). The main reasons for this net expenditure increase are:

Budget Increases:

- (£1.301m) increase to the newly agreed programme for CWP works;
- (£1.034m) decrease in investment income as a result of the basis used for calculating the maximum allowable contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust under the transfer order. This provides a more realistic level of expected income to be achieved in line with actual income returns for 2023/24;
- (£192k) increase in capital charges for depreciation costs due to the purchase of infrastructure assets such as vehicles and the capital investment in the Parliament Hill Athletics Track resurfacing, swimming facilities and mixed pond improvements, which will be depreciated over their useful economic lives in line with the charity's accounting policies.
- (£171k) additional supplies and services costs due to additional materials and cleaning equipment needed at the Play facilities. This increase also includes the additional security fees required at West Heath.
- (£162k) increase as a result of staffing structure changes effective from April 2025. This increase also includes an expected increase in casual staff to support the LIDO/Ponds over the summer.
- (£124k) increase in premises related costs largely explained by increases in energy prices and additional water costs required for the swimming facilities at Hampstead Heath.
- (£86k) projected increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges

during 2023/24. This resulted in the method of apportionment being updated to reflect the latest up to date corporate information.

- (£33k) increase in recharges within fund from the Natural Environment Directorate following an inflationary uplift to the Directorate's budget for 2025/26 leading to additional recharges to the Natural Environment charities

Budget Decreases:

- £200k increase in Ponds income which is expected to match prior year;
- £100k increase in LIDO income which is expected to align with prior years activity;
- £90k in additional parking income as a result of the Parking Enforcement charges provided by ANPR;

Staffing Statement

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

Table 2 - Staffing statement	Original Budget 2024/25		Latest Budget 2024/25		Original Budget 2025/26	
	Staffing	Estimated	Staffing	Estimated	Staffing	Estimated
	Full-time Equivalent	Cost £000	Full-time Equivalent	Cost £000	Full-time Equivalent	Cost £000
Hampstead Heath	101.02	5,107	101.02	5,107	97.91	5,269

Cyclical Works Programme

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

Table 3 – CWP & City Surveyor Local Risk Hampstead Heath	Original Budget 2024/25 £'000s	Latest Budget 2024/25 £000's	Original Budget 2025/26 £'000
Cyclical Works Programme (CWP)	(406)	(1186)	(1,707)
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	(402)	(402)	(412)
Cleaning (City Surveyor Local Risk)	(15)	(15)	(15)
Total CWP and City Surveyor – Hampstead Heath	(823)	(1,603)	(2,134)

14. There is a decrease in the proposed 2025/26 central risk investment income budget of (£1.034m) from £2.493m to £1.459m due to the basis used for calculating the maximum allowable contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust. This provides a more realistic level of expected income to be achieved in line with actual income returns for 2023/24. The reserves policy of the Trust is that the original Hampstead Heath Trust Fund endowment of £15 million (now worth £36.8 million) should produce income to cover a proportion of the running costs of Hampstead Heath. The maximum contribution is set out in the Transfer Order (The London Government Reorganisation Hampstead Heath Order 1989) and is subject to a triennial review. 2025/26 is the first year and therefore the maximum contribution allowable is equal to the amount of income accrued to the Trust Fund in the preceding year of £1.361m, multiplied by the change in the Average Earnings Index between April 2023 and April 2024.

To help arrive at a more appropriate income budget target, the process for the setting of the 2025/26 budget, considered whether a shortfall adjustment was needed to the maximum contribution when using the set formula to calculate the budget. For the 2025/26 budget no shortfall adjustment was applied as the formula calculated a sum more realistic in terms of previous years actual performance results.

Draft Capital and Supplementary Revenue Project budgets for 2025/26

15. The latest estimated costs of Hampstead Heath's current approved Capital and Supplementary Revenue Projects are summarised in the table below:

Project	Exp. Pre 01/04/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	Later Years £'000	Total £'000
Swimming Facilities - Safety, Access & Security Improvements	806	204	-	-	-	1010
Parliament Hill Lido Photovoltaic Panels	-	269	25	-	-	294
TOTAL Hampstead Heath	806	473	25	-	-	1,304

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

Conclusion

17. This report presents the Revenue and Capital budget estimates for 2025/26 for Hampstead Heath charity for Members to consider and approve.

Appendices

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

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Chamberlain's Department

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Appendix 1

Charity Summary Budget – Hampstead Heath

Analysis of Service Expenditure	Local or Central Risk	Actual 2023/24 £'000	Original Budget 2024/25 £'000	Latest Budget 2024/25 £'000	Original Budget 2025/26 £'000	Movement 24/25 OR to 25/26 OR £'000	Notes
EXPENDITURE							
Employees	L	(5,434)	(5,107)	(5,107)	(5,269)	(162)	1
Employees	C	(48)	-	-	-	-	
Premises Related Expenses	L	(657)	(562)	(626)	(686)	(124)	2
Premises Related Expenses	C	(2)	-	-	-	-	
City Surveyor – All Services	L	(1048)	(823)	(1,603)	(2,134)	(1,311)	3
Transport Related Expenses	L	(70)	(59)	(59)	(67)	(8)	
Supplies & Services	L	(611)	(469)	(469)	(640)	(171)	4
Supplies & Services	C	(7)	-	-	-	-	
Support Services	C	(1)	-	-	-	-	
Transfer to Reserves (??)	L	(54)	-	-	-	-	
Transfer to Reserves (Capital)	C	(3,231)	-	-	-	-	
Capital Charges - Depreciation	C	(215)	(216)	(216)	(408)	(192)	5
Total Expenditure		(11,378)	(7,236)	(8,080)	(9,204)	(1,968)	
INCOME							
Other Grants, Reimburse & Cont.	L	23	95	95	114	19	
Other Grants, Reimburse & Cont. (Funding for Capital Purchases)	C	3,231	-	-	-	-	
Customer, Client Receipts	L	3,229	3,125	3,125	3,513	388	6
Investment Income	C	1,175	2,493	2,493	1,459	(1,034)	7
Transfer from Reserves (CSS)	L	37	-	-	-	-	
Total Income		7,695	5,713	5,713	5,086	(627)	
TOTAL NET INC/(EXP) BEFORE SUPPORT SERVICES		(3,683)	(1,523)	(2,367)	(4,118)	(2,595)	
SUPPORT SERVICES							
Central Support Services		(1,004)	(1,039)	(1,039)	(1,125)	(86)	8
Recharges Within Fund		(706)	(898)	(900)	(931)	(33)	9
Recharge Across Fund		(22)	(30)	(30)	(30)	-	
Total Support Services		(1,733)	(1,967)	(1,969)	(2,086)	(119)	
TOTAL NET INC/(EXP)		(5,413)	(3,490)	(4,336)	(6,204)	(2,714)	

Notes:

1. (£162k) increase as a result of staffing structure changes as well as transfer of staff to other divisions effective from April 2025. This increase also includes an expected increase in casual staff to support the LIDO/Ponds over the summer.
2. (£124k) increase in premises related costs largely explained by increases in energy prices and additional water costs being required for the swimming facilities at Hampstead Heath. This is in addition to extra expenditure forecast to be incurred on repairs and maintenance.
3. (£1.311m) increase in budgets managed by the City Surveyor. This is explained by (£1.301m) additional expenditure for projects forming part of the Cyclical Works Programme (CWP) as a result of a re-phasing of works. This is in addition to a (£10k) increase in the cost of the corporate contract for building repairs and maintenance and cleaning.
4. (£171k) additional supplies and services costs due to additional materials and cleaning equipment needed at the Play Area. This increase also includes the additional security fees needed at West Heath.
5. (£192k) increase in capital charges for depreciation costs due to the purchase of infrastructure assets such as vehicles and the capital investment in the Parliament Hill Athletics Track resurfacing, swimming facilities and mixed pond improvements, which will be depreciated over their useful economic lives in line with the charity's accounting policies.
6. £388k increase in customer & client receipts is due to additional facilities income expected to be generated at the Lido and the Ponds in addition to an increase in parking income at Hampstead Heath.
7. (£1.034m) decrease in investment income as a result of the basis used for calculating the maximum allowable contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust under the transfer order.
8. (£86k) projected increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges during 2023/24. This resulted in the method of apportionment being updated to reflect the latest up to date corporate information.
9. (£33k) increase in recharges within fund from the Natural Environment Directorate following an inflationary uplift to the Directorate's budget for 2025/26 leading to additional recharges to the Natural Environment charities.

Appendix 2

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

Hampstead Heath	£000
Original Budget 2024/25	(3,490)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2024/25	(3,800)
Executive Director Environment	
2% uplift for inflation	(58)
City Surveyor	
Re-phasing of projects falling under Cyclical Works Programme	(1,301)
Planned & Reactive Works including Cleaning	(10)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2025/26	(5,169)
Central Risk	
Original Net Central Risk Budget (Executive Director Environment) 2024/25	2,277
Additional depreciation for newly acquired capital assets	(192)
Decrease in Investment Income	(1,034)
Original Net Central Risk Budget (Executive Director Environment) 2025/26	1,051
Recharges	
Original Recharges Budget 2024/25	(1,967)
Increased recharges for support services from corporate departments	(86)
Additional recharges from Natural Environment Directorate and Learning Team	(33)
Original Recharges Budget 2025/26	(2,086)
Original Budget 2025/26	(6,204)

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City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park	Dated: 4 February 2025
Subject: Hampstead Heath Fees and Charges FY'2025-26 (1 April 2025 – 31 March 2026)	Public report For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	<ul style="list-style-type: none"> -Diverse engaged communities -Leading sustainable environment -Vibrant thriving destination -Providing excellent services -Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Superintendent, North London Open Spaces

Summary

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

Recommendation(s)

Members are asked to:

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

Main Report

Background

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

Procedure for Reviewing Fees and Charges

3. In addition to proposing fees and charges for financial year 2025-26, the Superintendent also proposes to document a procedure to guide NLOS's annual review of fees and charges that ensures consistency and transparency, as outlined below.
4. Officers will review the fees and charges at Hampstead Heath on an annual basis, with any changes to be implemented at the beginning of each financial year (1 April). Any further proposed amendments to fees and charges would be brought to committee during the year if and as needed.
5. Unless circumstances warrant otherwise, Officers will submit proposed fees and charges for the forthcoming financial year to the Hampstead Heath, Highgate Wood, and Queen's Park Committee for approval at that Committee's final scheduled meeting of the financial year (4 February 2025 for financial year 2024-25).
6. Officers will consult on the proposed fees and charges with the bodies below prior to submission to the Committee:
 - a. Hampstead Heath Sports & Wellbeing Forum
 - b. Hampstead Heath Consultative Committee.
7. Any approved changes to fees and charges will be implemented to take effect at the start of the forthcoming financial year on 1 April. Relevant updates to

booking systems, websites, signage, and other places where fees and charges are communicated will also occur by 1 April.

Inflation

8. The rate of inflation in the preceding year regularly informs decisions on fees and charges. To ensure consistency, and in alignment with past practice, Officers will use the 12-month Retail Price Index (RPI) as reported by the Office of National Statistics to measure the rate of inflation.¹ To further ensure consistency of analysis, Officers propose to use the September 12-month rate each year in their review of fees and charges.
9. Although any changes to fees and charges would not occur until 1 April, it is necessary to use the September rate because this allows Officers sufficient time to: 1) complete fees and charges analyses, 2) develop recommendations on any proposed changes for the forthcoming financial year, and 3) consult with the bodies noted in paragraph 6, which often meet several months in advance of this committee, and 4) ensure these processes are completed before this committee meets, which is also often months prior to the beginning of the financial year on 1 April. Officers also believe that it will allow sufficient time for the Officer of National Statistics to public the September inflation rate following the conclusion of the month, which is often delayed by approximately one month.

Review of Fees and Charges

10. In reviewing the fees and charges and in developing a recommendation for the Hampstead Heath, Highgate Wood, and Queen's Park Committee, factors that Officers will consider include:
 - a. Inflation: The 12-month RPI rate of inflation as measured in September of the current year.
 - b. Financial position: The past, present, and future-projected financial position of the charity.
 - c. Benchmarks: Where available, benchmarked local rates for similar fees, charges, and services.
 - d. Service and charity needs: The specific needs of the charity and Hampstead Heath, including the need for investments, repairs, new and existing services and programmes, and staffing needs.
 - e. Representations of the bodies that are consulted as noted in paragraph 6.
 - f. Other relevant factors as reported to this Committee.

Rounding

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

11. For administrative ease, the following rounding conventions will be observed when proposing fees and charges for adoption by the Hampstead Heath, Highgate Wood, and Queen's Park Committee:
- a. Under £50: rounded to the nearest £0.10.
 - b. Between £50 and £100: rounded to the nearest £0.50.
 - c. Over £100: rounded to the nearest £1.00.

Benchmarking

12. In recent years, Officers have performed benchmarking to similar local providers where it has been possible. This helps ensure that fees and charges remain relevant and appropriate to local communities. This practice will continue.

Annual recommendations for committee

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

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

15. Officers have given considerable thought to the fees and charges on Hampstead Heath. While raising additional revenue remains an important and necessary objective of the charity, Officers also seek to ensure that the Charity continues to promote access to and the benefits of open spaces, the natural environment, and recreation.
16. Accordingly, Officers propose to increase the majority of fees and charges only in line with the September 2024 RPI 12-month inflation rate of 2.7%, except for limited exceptions as noted in Appendix 1. This helps ensure that the charity is taking appropriate measures given the impact of inflation on the charity's expenses.

17. For reference, in 2023-24 an increase of 5% was adopted by the Hampstead Heath, Highgate Wood, and Queen's Park Committee (the rate of inflation was 9.2%). In 2024-25, an increase of 5% was again adopted by the Committee (the rate of inflation was broadly the same).
18. Officers have again undertaken benchmarking to ensure charges remain in line with local providers (Appendix 2).
19. The proposed fees and charges continue to include concessionary rates, which offer a 40% discount on the standard adult charge, as indicated in Appendix 1. Officers believe that this concessionary rate is competitive and helps to further the Charity's objective to promote participation in formal and informal recreation and support health and wellbeing for Heath visitors.

Car parking

20. Following local benchmarking, and in alignment with environmental goals, Officers propose to increase car parking charges in financial year 2025-26 in alignment with inflation. Free parking will continue to be provided at all car parks for Blue Badge holders.
21. In addition, car parking charges are currently incurred in two-hour minimum increments for the first four hours of parking (i.e., the first charging increment is 0-2 hours, and the second charging increment is 2-4 hours). Charges then occur in one-hour increments thereafter.
22. In March 2024, Officers were granted authorisation by the Hampstead Heath, Highgate Wood, and Queen's Park Committee to amend this charging framework, if sought, to shorten the minimum charging period and apply the existing charging framework pro rata. Officers now plan to implement that change.
23. Such a change will allow more flexibility for visitors, and in some cases would minimise unintended effects where visitors are paying more for parking than the recreational service they visit the Heath to use. For example, under the current car parking charging framework, a visitor must pay a minimum of £6.50 to park for the two-hour period even if they are visiting the Heath for a swim that costs £4.70 (an effective cost of £11.20 for swim at the Lido). The same is true if the visitor is visiting the Heath for a running session at the athletics track that costs £5.30 (an effective cost of £11.80 for one run at the track).
24. While the car parking charging framework is intended to, among other things, encourage and incentivise more sustainable forms of transit to and from the Heath and generate much-needed income for the charity to support its management and maintenance of the Heath, Officers believe that this updated approach will permit more flexibility among Heath users and support the Charity in achieving its objectives as outlined in the Hampstead Heath

Management Strategy. Officers will continue to monitor car parking use to understand the impact of this change.

25. This change will be implemented as soon as possible under the currently effective charging rates, and the rates will be updated on 1 April 2025 with all other fees and charges.

Memorial benches

26. Memorial benches have been available for purchase/sponsorship on Hampstead Heath for many years. In summary, the scheme allows individuals to fund the cost of a new bench, which covers the cost of purchase, installation, memorial inscription, and ten years of maintenance by Officers.
27. This programme has had a long waiting list for many years and as a result has effectively been paused as a result. The programme has also not been reviewed in some time due to the impact of staff turnover, staffing shortages, and the pandemic. In 2025, officers will review the existing memorial bench programme at Hampstead Heath - reviewing current bench sponsors, available records and waiting lists, and benchmarking costs at other open spaces. Offices will also review locations for placement of benches on the Heath and update existing data related to the assets within the existing memorial bench programme. Officers will submit a report on this exercise once completed.
28. In the intervening time before the review is completed and a report is prepared, Officers propose to increase the cost of existing memorial benches and plaques by the rate of inflation should a space on the waiting list become available.

Consultation

Hampstead Heath Consultative Committee

29. The Hampstead Heath Consultative Committee was consulted on the proposed fees and charges at its meeting on 14 January 2025, and the Consultative Committee expressed support for Officers' proposals. A Member representing sport noted support for the expanded level of benchmarking that occurred and noted that it will be helpful in the future to further note how the benchmarking was undertaken and applied.

Hampstead Heath Sports & Wellbeing Forum

30. The Hampstead Heath Sports & Wellbeing Forum was consulted on the fees related on the proposed fees and charges via email in January 2025. Their representations are note below, with Officers responses.
31. A typographical error on the name of tennis charges was identified. Officers corrected the error.
32. The Parliament Hill Lido User Group expressed support for the proposed amendment to the car parking charging framework and support for the amendment to the cost for a sauna session. They also requested continued dialogue on aligning the car parking hours of operation with local parking restrictions. Officers will examine this in 2025, but do not propose any changes at this time, and note that operating hours must align with officer working hours and facility operating times.
33. The Kenwood Ladies Pond Association and Mixed Pond Association noted that while they do not dispute Officers' proposed inflationary increase for swimming at the ponds, they do not accept in principle the City Corporation's mandatory charging policy for pond swimming. The full representation is attached as Appendix 3.
34. Officers have not been able to validate the basis of the calculation of pond swimming income in July 2023 stated in the representation. Officers have also clarified that Hampstead Heath Charity provides annual financial reports to the Charity Commission, and clarified that financial information can be provided to external stakeholders where appropriate.
35. Officers respectfully make the following recommendations in response to the specific requests in the representation:
- a. Request: Extend the age limit from 16 to 18 for free swim, and extend the morning free swim from its current time of 9.30am.
 - i. Officers do not recommend this be adopted. The existing policy was agreed to encourage 8-15-year-olds to swim early mornings with their adult family members. Young swimmers aged 16-18, however, do not need to be accompanied by an adult at the ponds. These swimmers can, however, swim at the concessionary rate if they meet the required criteria for the rate.
 - b. Request: Increase the concession rate from 40% to 50%

- i. Officers do not recommend this be adopted. Officers believe that the current concession rate is appropriate and very competitive relative to other providers.
- c. Request: Allow for a monthly payment option to pay for the 12-month seasonal swimming pass, payable monthly as one twelfth (1/12th) of the discounted annual seasonal rate, as opposed to the current up-front payment. This payment would be in lieu of the established monthly rate that is already available to swimmers who do not purchase the seasonal pass
 - i. Officers do not recommend this be adopted. The purpose of an annual membership at a reduced fee is to minimize the administrative burden of repeat transactions, and the proposal would frustrate this objective and also further decrease a competitive annual fee.

Corporate & Strategic Implications

Strategic implications

- 36. The proposed fees and charges directly support the Hampstead Heath Management Strategy 2018-2028. This also contributes towards the achievement of the three strategic outcomes outlined in the City of London Corporate Plan 2024-29 and the four Natural Environment Strategies (2024-29).

Financial implications

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

Resource implications

- 38. Officers are currently operating in an environment of significant resource constraint. Fees and charges are a critical means for Hampstead Heath Charity to retain and generate resources needed to deliver services and manage Hampstead Heath.

Legal implications

- 39. Hampstead Heath (Charity No. 803392) is a registered charity and the City of London Corporation is the corporate trustee. Members are reminded that any

decision they take in respect of the Charity must be in the best interests of that Charity. The City of London Corporation has statutory powers to charge for a wide range of facilities and services.

Risk implications

40. Risks are recorded in the Hampstead Heath Risk Register.

Equalities implications

41. A Test of Relevance has been completed in relation to the proposed fees and charges in the past. A full Equality Analysis is not recommended.

Climate implications

42. No implications.

Security implications

43. No implications.

Conclusion

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

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

Appendices

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

Background Papers

None

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Appendix 1
Proposed fees and charges for Hampstead Heath
FY'2025-2026 (1 April 2025 - 31 March 2026)

	FY'2024-25	FY'2025-26		
SWIMMING (PARLIAMENT HILL LIDO)	Current rate	2.7%	ROUNDED	
Lido Early Morning/Evening/Winter (Adult)	£ 4.70	£ 4.83	£	4.80
Lido Early Morning/Evening/Winter (Concession)	£ 2.80	£ 2.88	£	2.90
Lido Early Morning/Winter (Junior)	£ 1.40	£ 1.44	£	1.40
Lido 3-hour Session (Adult)	£ 8.20	£ 8.42	£	8.40
Lido 3-hour Session (Concession)	£ 4.90	£ 5.03	£	5.00
Lido 3-hour Session (Junior)	£ 2.50	£ 2.57	£	2.60
Lido 1-month Season Ticket - Adult	£ 56.20	£ 57.72	£	58.00
Lido 1-month Season Ticket (Concession)	£ 33.70	£ 34.61	£	34.60
Lido 6-month Season Ticket (Adult)	£ 159.50	£ 163.81	£	164.00
Lido 6-month Season Ticket (Concession)	£ 95.60	£ 98.18	£	98.00
Lido 12-month Season Ticket (Adult)	£ 234.30	£ 240.63	£	241.00
Lido 12-month Season Ticket (Concession)	£ 141.00	£ 144.81	£	145.00

	FY'2024-25	FY'2025-26		
SAUNA (Parliament Hill Lido)	Current rate	2.7%	ROUNDED	
Lido Sauna Ticket (Single session)	£ 3.50	£ 5.00	£	5.00

**Proposed to increase to £5.00 per session to reflect benchmarked costs and running costs of sauna*

	FY'2024-25	FY'2025-26		
SWIMMING (PARLIAMENT HILL LIDO and BATHING PONDS)	Current rate	2.7%	ROUNDED	
Lido & Bathing Ponds 6-month Season Ticket (Adult)	£ 180.50	£ 185.37	£	185.00
Lido & Bathing Ponds 6-month Season Ticket (Concession)	£ 108.50	£ 111.43	£	111.00
Lido & Bathing Ponds 12-month Season Ticket (Adult)	£ 260.50	£ 267.53	£	268.00
Lido & Bathing Ponds 12-month Season Ticket (Concession)	£ 156.50	£ 160.73	£	161.00
Lido & Bathing Ponds 6-month Season Ticket (Free Morning Swim before 9.30AM - U16's	£ 0	£ 0	£	0
Lido & Bathing Ponds Season Ticket (Free Morning Swim before 9.30AM - Over 60's	£ 0	£ 0	£	0

	FY'2024-25	FY'2025-26		
SWIMMING (BATHING PONDS)	Current rate	2.7%	ROUNDED	
Bathing Pond Session (Adult)	£ 4.70	£ 4.83	£	4.80
Bathing Pond Session (Concession)	£ 2.80	£ 2.88	£	2.90
Bathing Pond Session (Junior)	£ 1.40	£ 1.44	£	1.40
Bathing Ponds 6-month Season Ticket (Adult)	£ 77.30	£ 79.39	£	79.50
Bathing Ponds 6-month Season Ticket (Concession)	£ 46.40	£ 47.65	£	47.70
Bathing Ponds 12-month Season Ticket (Adult)	£ 146.50	£ 150.46	£	150.00
Bathing Ponds 12-month Season Ticket (Concession)	£ 87.80	£ 90.17	£	90.00

	FY'2024-25	FY'2025-26		
FOOTBALL	Current rate	2.7%	ROUNDED	
Reserved Match Pitch	£ 105.50	£ 108.35	£	108.00
Reserved Match Pitch (Junior)	£ 63.30	£ 65.01	£	65.00
Training grid (per hour)	£ 63.30	£ 65.01	£	66.00
School Session Hire	£ 63.30	£ 65.01	£	65.00
Private Changing Room Hire	£ 53.90	N/A		N/A
Private Changing Room Hire (incl cleaning)	N/A	£ 61.31	£	61.50
Private Changing Room Key Deposit	£ 27.60	£ 28.35	£	28.40
Cleaning Charge	£ 5.80	now included in Hire Fee		now included in Hire Fee
Goal Net Hire	£ 17.60	£ 18.08	£	18.10
Goal Net Damage Charge	Cost +20% admin fee	Cost +20% admin fee		Cost +20% admin fee

**Cleaning charge is now included in the Private Changing Room Hire fee*

	FY'2024-25	FY'2025-26		
RUGBY	Current rate	2.7%	ROUNDED	
Reserved Match Pitch (1:00pm Kick Off)	£ 105.50	£ 108.35	£	108.00
Junior Reserved Match Pitch	£ 63.30	£ 65.01	£	65.00
Training grid (per hour)	£ 63.30	£ 65.01	£	66.00
School Session Hire	£ 63.30	£ 65.01	£	65.00
Private Changing Room Hire	£ 53.90	N/A		N/A
Private Changing Room Hire (incl cleaning)	N/A	£ 61.50	£	61.50
Private Changing Room Key Deposit	£ 27.60	£ 28.35	£	28.40
Cleaning Charge	£ 5.80	now included in Hire Fee		now included in Hire Fee

**Cleaning charge is now included in the Private Changing Room Hire fee*

*** Private changing room hire cost for Rugby now aligned with Football*

	FY'2024-25	FY'2025-26		
CRICKET	Current rate	2.7%	ROUNDED	
Reserved Match Pitch, Heath Extension (Mon-Sun) & Parliament Hill (Mon-Fri)	£ 112.50	£ 115.54	£ 116.00	
Reserved Match Pitch, Parliament Hill (Weekends)	£ 123.00	£ 126.32	£ 126.00	
Junior Pitch, Heath Extension (Mon-Sun) & Parliament Hill (Mon-Fri)	£ 67.50	£ 69.32	£ 69.50	
Cricket Net Hourly Hire	£ 9.40	£ 9.65	£ 9.70	
Private Changing Room Hire	£ 53.90	N/A	N/A	
Private Changing Room Hire (incl cleaning)	N/A	£ 61.50	£ 61.50	
Private Changing Room Key Deposit	£ 27.60	£ 28.35	£ 28.40	
Cleaning Charge	£ 5.80	now included in Hire Fee	now included in Hire Fee	

*Cleaning charge is now included in the Private Changing Room Hire fee

** Private changing room hire cost for Cricket now aligned with Football

	FY'2024-25	FY'2025-26		
TENNIS	Current rate	#REF!	ROUNDED	
Annual Membership	£ 34.80	£ 35.74	£ 35.70	
Hourly Court Hire - Adult	£ 10.80	£ 11.09	£ 11.10	
Hourly Court Hire - Concession	£ 6.50	£ 6.68	£ 6.70	
Junior Group Coaching – Beginners/Improvers (5x 1-hour weekly lessons)	£ 63.70	£ 65.42	£ 65.50	
Group Coaching – Beginners/Improvers (5x 1-hour weekly lessons)	£ 69.70	£ 71.58	£ 71.50	
Group Coaching – Beginners/Improvers (5x 1.5-hour weekly lessons)	£ 105.00	£ 107.84	£ 108.00	
Group Coaching – Beginners/Improvers (5x 2-hour weekly lessons)	£ 139.00	£ 142.75	£ 143.00	

	FY'2024-25	FY'2025-26		
CROQUET	Current rate	#REF!	ROUNDED	
Hourly Hire (Adult)	£ 10.00	£ 10.27	£ 10.30	
bandstand	£ 6.00	£ 6.16	£ 6.20	

	FY'2024-25	FY'2025-26		
BOWLS	Current rate	#REF!	ROUNDED	
Hourly Hire (Adult)	£ 10.00	£ 10.27	£ 10.30	
Hourly Hire (Concession)	£ 6.00	£ 6.16	£ 6.20	
Bowls Hire Deposit	£ 22.10	£ 22.70	£ 22.70	

	FY'2024-25	FY'2025-26		
PETANQUE	Current rate	#REF!	ROUNDED	
Hourly Rink Hire	£ 4.70	£ 4.83	£ 4.80	
Boules Hire Deposit	£ 22.00	N/A	N/A	

	FY'2024-25	FY'2025-26		
PARLIAMENT HILL ATHLETICS TRACK	Current rate	#REF!	ROUNDED	
Meetings – Full Day Hire, Mon-Fri (excluding Bank Holidays)	£ 309.00	£ 317.34	£ 317.00	
Meetings – AM or PM Hire, Mon-Fri (excluding Bank Holidays)	£ 155.00	£ 159.19	£ 159.00	
Meetings – Full Day Hire, Weekends & Bank Holidays	£ 385.00	£ 395.40	£ 395.00	
Meetings – AM or PM Hire, Weekends & Bank Holidays	£ 192.00	£ 197.18	£ 197.00	
Club Booking – Hourly Hire, Mon-Fri (excluding Bank Holidays)	£ 27.80	£ 28.55	£ 28.60	
School Use – Full Day Hire, Mon-Fri (excluding Bank Holidays)	£ 185.00	£ 190.00	£ 190.00	
School Use – AM or PM Hire, Mon-Fri (excluding Bank Holidays)	£ 93.10	£ 95.61	£ 95.50	
Corporate Event Hire	Price on Application	Price on Application	Price on Application	
Session Ticket – Adult	£ 5.30	£ 5.44	£ 5.40	
Session Ticket – Concession	£ 3.20	£ 3.29	£ 3.30	
12-month Season Ticket – Adult	£ 92.60	£ 95.10	£ 95.10	
12-month Season Ticket – Concession	£ 55.50	£ 57.00	£ 57.00	
12-month Season Ticket – Adult (Club Rate)	£ 65.80	£ 67.58	£ 67.50	
12-month Season Ticket – Concession (Club Rate)	£ 38.90	£ 39.95	£ 40.00	
1-month Season Ticket – Adult	£ 26.40	£ 27.11	£ 27.10	
1-month Season Ticket – Concession	£ 15.80	£ 16.23	£ 16.20	
Changing room individual use	£ -	£ 3.00	£ 3.00	
Officer time setting up/breaking down equipment for hire	£ 0.00	Officer Time Fee	Officer Time Fee	

	FY'2024-25	FY'2025-26		
LICENSED ACTIVITIES	Current rate	#REF!	ROUNDED	
Angling	£ 11.70	£ 12.02	£ 12.00	
Professional Dog Walking License	£ 331.00	£ 339.94	£ 340.00	
Professional Dog Walking License (ID replacement)	£ 22.10	£ 22.70	£ 22.70	
Forest Schools	5% of advertised fees	5% of advertised fees	5% of advertised fees	
Commercial guided walks and tours	N/A	10% of advertised fees	10% of advertised fees	

*Commercial guided walks fee introduced given increase in occurrence

	FY'2024-25	FY'2025-26		
GOLDERS HILL PARK ZOO EXPERIENCES	Current rate	New in FY'2025-26	ROUNDED	
Keeper experience (1 participant)	N/A	£ 140.00	£ 140.00	
Keeper experience (2 participants)	N/A	£ 210.00	£ 210.00	
Feeding experience (1 participant)	N/A	£ 45.00	£ 45.00	

Feeding experience (2 participants)	N/A	£	80.00	£	80.00
Feeding experience (Family - 3 people)	N/A	£	100.00	£	100.00

	FY'2024-25	FY'2025-26			
GOLDERS HILL PARK ZOO ANIMAL ADOPTIONS	Current rate				ROUNDED
One-year bird adoption	£ 30.00	£	30.00	£	30.00
One-year mammal adoption	£ 50.00	£	50.00	£	50.00

	FY'2024-25	FY'2025-26			
WEDDINGS & CIVIL CEREMONIES	Current rate	#REF!			ROUNDED
Hill Garden Shelter (Monday - Thursday)	£ 3,229.00	£	3,316.18	£	3,316.00
Hill Garden Shelter (Friday)	£ 3,864.00	£	3,968.33	£	3,968.00
Hill Garden Shelter (Saturday and Sunday)	£ 4,494.00	£	4,615.34	£	4,615.00
Pergola (Monday - Thursday)	£ 2,977.00	£	3,057.38	£	3,057.00
Pergola (Friday)	£ 3,229.00	£	3,316.18	£	3,316.00
Pergola (Saturday and Sunday)	£ 3,614.00	£	3,711.58	£	3,712.00

	FY'2024-25	FY'2025-26			
SOFTBALL/ROUNDERS	Current rate	#REF!			ROUNDED
Reserved Match Pitch	£ 79.80	£	81.95	£	82.00

	FY'2024-25	FY'2025-26			
BANDSTAND HIRE	Current rate	#REF!			ROUNDED
Parliament Hill (3-hour hire)	£ 72.00	£	73.94	£	74.00
Golders Hill Park (3-hour hire)	£ 72.00	£	73.94	£	74.00

	FY'2024-25	FY'2025-26			
COMPOUNDS	Current rate	#REF!			ROUNDED
Daily charge for the placement of skips, scaffolding, etc. within a fenced area.	Price on Application		Price on Application		Price on Application

	FY'2024-25	FY'2025-26			
CAR PARKING	Current rate	2.7%			ROUNDED
0-2 hours	£ 6.50	Charging framework amended as per below			
2-4 hours	£ 13.00				
Per hour (up to 4 hours)	N/A	£	3.34	£	3.30
Additional hourly charge over 4 hours	£ 11.00	£	11.30	£	11.30

*Minimum charging time increment amended to one-hour as discussed in Committee report

	FY'2024-25	FY'2025-26			
MEMORIAL BENCHES	Current rate	2.7%			ROUNDED
Engraved Bench (Hampstead Heath)	£ 3,005	£	3,086.14	£	3,086.00
Engraved Bench (Pergola & Hill Garden)	Cost + 20% admin fee	£	5,555.14	£	5,555.00

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

** Bench cost for Pergola & Hill Garden is corrected to reflect increase at inflation from FY'2023-24, as "cost + 20% admin fee" from FY'2024-25 was a typographical error.

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

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

	FY'2024-25	FY'2025-26			
EVENTS, FILMING, and PHOTOGRAPHY	Current rate	2.7%			ROUNDED
Application Fee - Community	£ 27.60	£	28.35	£	28.40
Application Fee - Commercial	£ 55.10	£	56.59	£	56.60
Electricity - Daily connection charge	£ 60.30		N/A		N/A
Electricity - Unit Charge	Unit Charge		Cost + 20% admin fee		Cost + 20% admin fee
Water - Daily connection charge	£ 60.30		N/A		N/A
Water - Unit Charge	Unit Charge		Cost + 20% admin fee		Cost + 20% admin fee
Waste & Recycling (Collection cost)	Cost + 20% admin fee		Cost + 20% admin fee		Cost + 20% admin fee
Waste & Recycling (Disposal cost)	Cost + 20% admin fee		Cost + 20% admin fee		Cost + 20% admin fee
Event Ground Hire Charge	Price on Application		Price on Application		Price on Application
Filming Ground Hire Charge	Price on Application		Price on Application		Price on Application
Photography Ground Hire Charge	Price on Application		Price on Application		Price on Application
Event/Filming/Photography Site Restoration Charge	Price on Application		Price on Application		Price on Application
Event/Filming/Photography Environmental Impact Charge	Price on Application		Price on Application		Price on Application
Traditional Fairs	5% increase		Price on Application		Price on Application
Use of multiple car park spaces / base unit parking	Price on Application		Price on Application		Price on Application
Use of charity's non-sports equipment (euro bins, fencing, tables and chairs, etc.)	£ -		Price on Application		Price on Application
Damage deposit (when determined necessary)	£ -		Price on Application		Price on Application

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

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

	FY'2024-25		FY'2025-26	
ROOM HIRE (HOURLY)	Current rate		2.7%	ROUNDED
Parliament Hill Meeting Room	£	35.10	N/A	N/A
Boules Pavilion Meeting Room	£	35.10	N/A	N/A
Cleaning charge	£	5.80	N/A	N/A
Parliament Hill Meeting Room (incl cleaning charge)		N/A	£ 42.00	£ 42.00
Bowles Pavilion Meeting Room (incl cleaning charge)		N/A	£ 42.00	£ 42.00
Golders Hill Park Meeting Room (incl cleaning charge)		N/A	£ 28.00	£ 28.00

*Hire charge updated to include cleaning charge

APPENDIX 2

Benchmarking: FY'2025-26 (1 April 2025 - 31 March 2026) Fees and Charges

FOOTBALL, RUGBY, CRICKET	ORG NAME (owner -or- operator)	BOROUGH	ADULT (pitch rental)		JUNIOR (pitch rental)		NOTES	DATE	LINK
			PEAK	OFF PEAK	PEAK	OFF PEAK			

Football									
New River Sport & Fitness	Haringey Council	Haringey	£ 100.00	£ 35.00	£ 100.00	£ 35.00	Hourly Rate/They have changing room facilities	Dec-24	NEW RIVER SPORT AND FITNESS - Site Profile Football Foundation
Muswell Hill Playing Fields	Haringey Council	Haringey	£ 137.76	£79.70*	£ 60.90		*Pitch 1 - Lower Pitch	Dec-24	Football Haringey Council
O.R Tambo Recreation Ground	Haringey Council	Haringey	£			137.76	Nets and Flags not provided.	Dec-24	Football Haringey Council
Bull Lane Playing Fields	Haringey Council	Haringey	£ 117.06		£ 50.00		Adult Changing Rooms x 1: £70.30, Junior Changing Room x 2: £35.15 and £17.60	Dec-24	https://haringey.gov.uk/leisure-parks-culture/sport-physical-activity/a-to-z-sport-physical-activity/football
Markfield Park	Haringey Council	Haringey			£ 28.80	£137.76*	*Non Affiliated Clubs - Junior Pitches Only	Dec-24	Football Haringey Council
Brunswick Park/Waterfall Park	Barnet Council	Barnet	£	128.70	£	63.91		Dec-24	Sport pitches Barnet Council
New Southgate Recreation Ground	Barnet Council	Barnet	£	128.70	£	63.91	Free Parking, Showers, Changing Rooms	Dec-24	Sport pitches Barnet Council
Whittington Park Football Ptich	Grenwich Leisure Ltd (Better)	Camden	£			113.10	Only 60min bookings are available, 3G Astrotrurf, Pay and Display Parking System available.	Dec-24	Whittington Park Football Pitch Islington Parks Better
Coles Park Stadium	Haringey Borough FC	Haringey	£			600.00	Car park available (Pay and display - £1). Can only be booked for 2 hours.	Dec-24	Hire Pitch – Haringey Borough FC
The Paulin Ground	Winchmore Hill Sports Club	Enfield	£			165.00	Has a clubhouse with changing room/showers.	Dec-24	Facility Hire Winchmore Hill Sports Club
Hazelwood Recreation Ground	Enfield Council	Enfield	£	147.00	£	72.00	Their Grade 1 pitch comes with a changing room.	Dec-24	Booking prices for sports facilities Enfield Council
Regents Park	The Royal Parks	Westminster / Camden	£110				2 x Changing Room = £40, Football Goals, Nets, Poles etc = £15	Dec-24	Winter sports pitch enquiry form The Royal Parks
Hackney Marshes	Better Leisure	Hackney	£ 110.60	£ 86.70	£ 53.30	£ 44.30		Dec-24	Our Prices Hackney Marshes Centre Hackney Better
King Edward VII Recreation Ground	Brent Council	Brent	£	90.00	£	55.00	All Football Pitches in Brent are the same price.	Dec-24	Football pitches Brent Council
Clapham Common	Lambeth Council	Lambeth	£	99.50	£	52.50	11-Aside 90 Minutes Use	Dec-24	https://www.lambeth.gov.uk/parks-sports-leisure/parks/sports-facilities-parks-open-spaces/facility-hire-charges

Rugby									
Regents Park	The Royal Parks	Westminster / Camden	£			120.00	Includes post protectors and corner flags	Dec-24	Winter sports pitch enquiry form The Royal Parks
New River Sport & Fitness	Haringey Council	Haringey	£			100.00	They provide corner flags	Dec-24	Prices at New River Haringey Council
Downhills Park	Haringey Council	Haringey	£			76.90		Dec-24	Bookteq - Hosted widget
Gladstone Park	Brent Council	Brent	£	98.00	£	57.00		Dec-24	
Copthall Playing Field	Barnet Council	Barnet	£	63.17	£	32.88		Dec-24	Sport pitches Barnet Council
Glebe Fields	Barnet Council	Barnet	£	63.17	£	32.88		Dec-24	Sport pitches Barnet Council
Hackney Marshes	Better Leisure	Hackney	£97.04	£80.30	£48.23	£40.02		Dec-24	Our Prices Hackney Marshes Centre Hackney Better
South Park	Hammersmith & Fulham Council	Hammersmith & Fulham	£	121.40	£	75.90		Dec-24	Rugby bookings London Borough of Hammersmith & Fulham
Hurlingham Park	Hammersmith & Fulham Council	Hammersmith & Fulham	£ 121.40		£ 75.90			Dec-24	Rugby bookings London Borough of Hammersmith & Fulham
The Walker Ground	Southgate RFC	Enfield	£	160.00	£	120.00	Changing Rooms are available, the cost of the junior pitch can vary depending on the size, but the base is £120	Dec-24	Venue hire North London The Walker Ground
Ealing Central Sports Ground	Ealing Council	Ealing	£			79.84	Price Does not include VAT 50 Car Park Spaces available	Dec-24	https://stignatius-college.s3.amazonaws.com/uploads/document/Lettings-Charges-January-2024-updated-06-03-2024-2.pdf?t=1735258426?ts=1735258426
St Ignatius College Sports Ground	St Ignatius College	Enfield	£			67.00		Dec-24	

Cricket Pitches (Turf)									
Wray Crescent Cricket Pitch	Better Leisure	Islington	£	115.35	£	48.50	Cricket Ptich Hire - 1pm - Dusk	Dec-24	
Eton Grove	Brent Council	Brent	£	130.00	£	68.00	Prices for all cricket Pitches in Brent are the Same	Dec-24	Cricket pitches Brent Council
Church Street Recreation Ground	Enfield Council	Enfield	£ 146.00	£122*			*Grade 2 pitch	Dec-24	Booking prices for sports facilities Enfield Council
South Park	Hammersmith & Fulham Council	Hammersmith & Fulham	£			163.50		Dec-24	Cricket London Borough of Hammersmith & Fulham
Ealing Central Sports Ground	Ealing Council	Ealing	£ 91.61	72.62*			*Cost for 2.5 Hours/Peak is cost for 6 hours	Dec-24	Cricket pitches - Ealing Central Sports Ground Ealing Council
The Regents Park & Primose Hill	The Royal Parks	Camden	£ 150.00	£ 138.00			Peak is for Weekend Matches, and Off Peak is for matches during the week. Changing rooms are available on request.	Dec-24	

London Benchmarking	Westminster City Council	Westminster	£ 190.05	£126.70*			*The price for Twenty20 Matches. Changing Rooms are not available.	Dec-24	
Cottenham Park	Merton Council	Merton	£ 135.20	£ 92.65			Changing Room and Showers Available for Adults, only Changing room available for Juniors. Customers need to Specify wicket size. Price is per 7 hour block	Dec-24	https://www.merton.gov.uk/leisure-recreation-and-culture/pitches-and-courts/cricket

TENNIS	ORG NAME (owner -or- operator)	BOROUGH	SEASON TICKETS				SEASON TICKETS				SEASON TICKET / PASS				NOTES	DATE CHECKED
			Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession		
Tennis																
Waterlow Park (Camden Active)	Camden Council	Camden					£ 10.15	£ 5.40	£ 5.40	£ 5.40	N/A					Dec-24
Lincoln's Inn Fields Tennis Courts	Camden Council	Camden	N/A				£ 13.50	£		5.40	N/A				3 Courts	Dec-24
Victoria Park	Barnet Council	Barnet	N/A				£ 8.00	£ 4.00	£ 4.00	£ 4.00	£35	£15	£15	£15	Annual Season Ticket Holders can make 2 bookings weekly for 1 hour at no extra charge. Ticket Prices are per hour. Barnet Offer free to play sessions from Monday-Fri 10-11am, 4-5pm and 5-6pm across all courts	Dec-24
Tuftnell Park Playing Firelds	Better Leisure	Islington	£ 12.15	10.45*	£ 4.35		£ 12.15	£ 10.45	£ 5.40					Tuftnell Park Peak Times : Mon - Fri (8am-6pm), All Day Saturday and sunday. During Off Peak times 60+ Members can go for free.	Dec-24	
New River Sport & Fitness	Haringey Council	Haringey	Free	Free	Free	Free	£ 6.20				£330			4 Outdoor Courts	Dec-24	
Finsbury Park Tennis	The Access to Sports Project	Haringey	N/A				£7*	£7	Free*	Free				*Offers two prices for adults, £7 during peak hours and £4 during off peak hours, this also applies to Senior rates. However, they offer a free of charge session for 60+ from Mon-Thurs 10-12pm. Juniors (Under 18s) can use the court free of charge from Mon - Thurs 10am-12pm, 4-6pm and Saturday - Sunday 9am - 4pm. Floodlights are available for an extra £5 per booking.	Dec-24	
OR Tambo Recreation Ground	Pavillion Tennis	Haringey	£5.50				£ 10.00				£50			No mention of Junior or Concession Prices. Floodlights are £4ph	Dec-24	
Cumberland Lawn Tennis Club	Cumberland Lawn Tennis Club and Hampstead Heath CC	Camden	N/A				N/A				£545/£1015*	N/A	£165/£310	N/A	Tennis Adults: 21-29/30+ Tennis Juniors: 8-15/16-20. Changing Rooms and Showers usage included. 12 Tennis Courts. No fees found for Pay as you go.	Dec-24
Broomfield Park	Enfield Council	Enfield	£5.50	N/A			N/A				N/A	N/A	N/A	N/A	Standard Rate across Enfield Borough. The Courts are free of charge from 8am until 5pm (Monday to Friday) and then cost £5.50 after 5pm during the week and all day on weekends. Floodlights are available at Broomfield for an additional £2.90 per hour. No Changing Room allowed.	Dec-24
Regent Park	Park Sports	Westminster	N/A				£15.65	Free	Free	Free	N/A	N/A	N/A	N/A	No memberships Offered, the courts are only available through Pay and Play and Courses which can be bought via their website. 12 (8 Floodlit) Courts	Dec-24
Brondesbury Tennis Club	Brondesbury Sports Club	Barnet	N/A				£ 10.00		£	5.00	£385	£120/£92		The season tickets include a Joining Fee of £50 for Adults/Seniors and £10 for Juniors. Junior Fee is split in two. £120 for Ages 14-23 or 25 if they're still a Student and £92 if they're under 14. One off usage is available but the non-member must be accompanied by a member.	Dec-24	
Chingford School Tennis	Chingford School Of Tennis	Waltham Forest	£10.00 (Peak) £8.00 (Off-Peak)				£3.00 for (2/3 players) £4.00 for 4 players				£ 204.00	N/A	£ 38.00	£ 55.00	Full Membership Prices Not Included: Two Persons (Spouse/Partner) £400 Family (2 adults + 2 Juniors) £400 19 - 23 yr old £117 Associate Members (Mon - Fri) Adult £102 Two Persons (spouse/partner) £179 6 Floodlight Courts in Summer Showers and changing facilities available Pay as you go Fees are for Indoor Courts	Dec-24
London Fields Park	Hackney Tennis	Hackney	N/A				£ 4.90		£ 3.65		£ 5.00		£ 5.00	Hackney Membership grants you a lifetime membership. Benefits are unclear however.	Dec-24	

Wimbledon Park	Merton Council	Merton	N/A	£13.25 (Peak Times) £10.20 (Off-Peak Times)			£ 9.20	£ 35.00	Free	Free	Free	Annual Membership The only other membersho on offer is the Family Membership: £60 for up to five members. Concession Membership allows members to book other courts in Merton for £6.20 Monday - Friday 5pm onwards & Weekends: Peak Times Monday Friday 8am - 5pm: Off-Peak Times Wimbledon Park has 20 Courts	Dec-24
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CROQUET, BOWLES, PETANQUE, PITCH & PUTT	ORG NAME (Owner -or- Operator)	BOROUGH	Single Play (Pay as you go)				SEASON TICKET / PASS				NOTES	DATE
			Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession		CHECKED
Croquet												
West London Croquet Club	West London Bowling Club	Kensington and Chelsea	N/A				£ 120.00		£60*		*Junior Membership = 18 - 25 year olds. Membership Fee for both Croquet and Bowling	Dec-24
Ealing Croquet Club	Ealing Croquet Club	Ealing	£ 8.00	£ 4.00			£ 150.00		£20.00	£ 65.00	Membership fee for both Croquet and Bowling	Dec-24
Finchley Victoria Bowling & Croquet Club	Finchley Victoria Bowling & Croquet	Barnet	5.00				£ 195.00		£40		Clubhouse and Bar available	Dec-24
Barnet Bowls and Croquet Club	Barnet Bowls and Croquet Club	Barnet	N/A				£ 180.00					Dec-24
Bowling												
Paddington Bowling Club	Paddington Sports Club	Westminster	N/A				£ 240.00	£ 121.00	£93.00	£ 147.00	Concession Price is their Young Person price (18-24) Changing room, Showers and use of Bar included.	Dec-24
Finchley Victoria Bowling & Croquet Club	Finchley Victoria Bowling & Croquet	Barnet	5.00				£ 195.00		£40		Clubhouse and Bar available	Dec-24
Friary Park Bowling Club	Friary Park Bowling Club	Barnet	5.00				£ 170.00		£50.00	£ 100.00		Dec-24
Finsbury Park Bowls Club	Finsbury Park Bowls Club	Haringey	N/A				£ 100.00	N/A			Club House and Changing Room available.	Dec-24
Muswell Hill Bowls Club	Muswell Hill Bowls Club	Haringey	N/A				£ 150.00		£30.00		Club house and Bar available	Dec-24
Petanque												Dec-24
West London Bowling Club	West 10 Pétanque	Kensington and Chelsea	N/A				£ 195.00		£40.00		Clubhouse and Bar available	Dec-24
Alexandra Palace Pétanque Area	Hornsey Pétanque Club	Haringey	N/A				£ 20.00				The Pétanque Court is free for the public to use. However, the clubs mostly plays between 10am and Noon on Monday, Wednesday and Friday Mornings.	Dec-24
Bush Hill Park Club	Bush Hill Pétanque Section	Enfield	N/A				£ 100.00				The membership entitles you to other sports such as bowls, Tennis, Darts, Snooker and All Social Events. Clubhouse and Bar Available	Dec-24
Vauxhall Pleasure Gardens	London Pétanque Club	Lambeth	N/A				£ 15.00				In a Public Park	Dec-24
ATHLETIC TRACK												
ATHLETIC TRACK	ORG NAME (Owner -or- Operator)	BOROUGH	Single Visit (Pay as you go)				SEASON TICKET / PASS/MEMBERSHIP				NOTES	DATE
			Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession		CHECKED
Lea Valley	Better Leisure	Enfield	£ 10.50		£ 5.00	£ 6.30	£ 420.00	£ 284.00	£238.50	£ 284.00	The Track is closed between Wednesday - Thursday The membership includes Gym use and classes 8-Lane 400m Synthetic Outdoor Track, Plus a 600m Bark Trail and 200m indoor track with 130 Sprint Straight	Dec-24
Mile End Stadium	Be Well	Tower Hamlets					£ 510.00		£252.00	£ 394.80	Memberships allow for use at all 6 Leisure centres within Tower Hamlets. Unlimited Gym usage and other facilities available. 400m All weather Track with 8 Lanes. For use of just the Athletics Track it costs £150	Dec-24
Battersea Park Millennium Arena	Enable Leisure	Wandsworth	£ 4.20				£233.00				400m 8-Lane Synthetic track	Dec-24
Willisden Sports Centre	1 Life	Brent	£ 2.85		£ 1.50		£ 130.00		£ 82.50			Dec-24
Hillingdon Sports & Leisure Complex	Better Leisure	Hillingdon	£ 4.75		£ 2.25		£ 585.00	£ 480.00	£225.00	£ 410.00	400m-8-lane synthetic track, floodlight	Dec-24

SWIMMING (LIDOS)	ORG NAME (Owner -or- Operator)	BOROUGH	SINGLE SWIM				SEASON TICKET / PASS				NOTES	DATE CHECKED
			Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession		
Brockwell	Fusion Lifestyle	Lambeth	£ 8.00	£ 5.00	£ 5.00	£ 5.00	£ 128.00				Price for the Winter Season Ticket	Dec-24
Tooting Road	Places Leisure	Wandsworth	£ 9.40		£ 5.20						Adults (16+)	Dec-24
Park Road Pools & Fitness	Haringey Council	Haringey	£ 8.50		£ 4.40						50M Heated Pool	Dec-24
Charlton Lido	Better Leisure	Greenwich	£ 11.50	£ 5.50	£ 5.50	£ 6.65	£ 410.00		£290.00	£ 260.00	Heated Pool Adult Membership Price allows for members to use Better Leisure Swimming Facilities throughout the Country	Dec-24
Hillingdon (formerly Uxbridge) Lido	Better Leisure	Hillingdon	£ 11.00		£ 5.50	£7.25/£4.40*	£ 400.00		£225.00*		*Adult and Junior Concession Rate *Junior Membership allows the Junior to use all Better Leisure facilities within the borough of Hillingdon.	Dec-24
London Fields	Better Leisure	Hackney	£ 6.00		£ 3.50	£ 4.30	£ 410.00	£ 450.00	£ 400.00	£ 286.00	50m Heath Outdoor Pool Changing Rooms and Toilets available Adult Membership Allows members to use Better Leisure Swimming facilities throughout the Country. The Other memberships allow for Members to use all Better Leisure Centres in the borough.	Dec-24
Hampton Lido	Hampton Pool Trust	Richmond Upon Thames	£ 9.00		£ 6.00	£ 6.50	£ 650.00		£ 350.00	£ 455.00	36M Heated Pool Concession Price : Children Aged 12 to 15 Years, Students in full time education 16-18, 66+ Junior Price (3 - 11)	Dec-24

SAUNAS	ORG NAME (Owner -or- Operator)	BOROUGH	SINGLE VIST (Non Member)				SEASON TICKET / PASS				NOTES	DATE CHECKED
			Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession		
Park Road Pools & Fitness	Haringey Council	Haringey	£ 8.85									Dec-24
Hillingdon (formerly Uxbridge) Lido	Better Leisure	Hillingdon	£ 6.80			£ 4.45	£ 700.00	£ 480.00	£225.00*	£ 410.00	Adult Rate allows the member to visit all Better Leisure centres in the UK. *Junior Membership allows the Junior to use all Better Leisure facilities within the borough of Hillingdon.	Dec-24
Brockwell	Fusion Lifestyle	Lambeth	£ 8.00	£ 5.00	N/A	£ 5.00	£ 128.00				Outdoor Sauna (Winter Only)	Dec-24
Archway Lesiure Centre	Better Leisure	Islington	£ 11.80			£ 8.80	£ 466.50	£ 240.00	£ 191.00	£ 353.00	Pay as you go Adult Members pay £9.60 (They've signed up with Better Leisure)	Dec-24

Islington Tennis Centre And Gym	Better Leisure	Islington	£ 11.80				£ 466.50	£ 240.00	£ 191.00	£ 240.00	Alongside Non-Member Prices Better Leisure also offer Pay as you Go Memberships for various rates. The fee to visit on a Pay as you go membership are: Pay as you go Adult : £9.60 (Peak and Off Peak) Pay as you go Concession Peak: £9.60, Off Peak £6.00 Pay as you go Over 60s £3.60	Dec-24
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SWIMMING (NATURAL WATERS / PONDS)	ORG NAME (Owner -or- Operator)	BOROUGH	SINGLE SWIM				SEASON TICKET / PASS				NOTES	DATE CHECKED
			Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession		
Canary Wharf	Love Open Water (Nowca)	Tower Hamlets	£ 9.00				£ 15.00				Single Swim Fee with Nowca Membership	Dec-24
Millwall Dock	Docklands Sailing & Watersports Centre	Tower Hamlets	£ 8.00				£ 15.00				Changing Room and Hot Showers available 500 Meteres Swimming Course Saftey staff on and around the water Free on Site Parking	Dec-24
London Royal Docklands	Love Open Water (Nowca)	Tower Hamlets	£ 9.50				£ 15.00				Different Sizes for Swimming Course (150 - 750m) Depnding on Session Times Limited Parking available Single Swim Fee with Nowca Membership	Dec-24
Luxborough Lake	BE (Nowca)	Essex County Council/ Epping Forest District Council	£ 11.00		£ 8.50		£ 15.00				250,500 or 750m Course Single Swim Fee with Nowca Membership	Dec-24
Denham Waterski Club	Denham Waterski Club (Nowca)	Buckinghamshire Council	£ 8.00				£ 15.00				1000m Course Available Clubhouse facilities include changing rooms with showers and a large Bar. Guest fee without membership is £10 (Adult Price is with Nowca membership)	Dec-24
Swim Heron	Swim Heron (Nowca)	Windsor and Maidenhead	£ 7.00				£ 15.00				Single Swim Fee with Nowca Membership Parking available Cafeteria on Site	Dec-24
Swim Lakeside	Aqua Park Group LTD (Nowca)	Thurrock Council	£ 8.50				£ 15.00				Single Swim Fee with Nowca Membership Free Parking Available Changing rooms and hot showers available 200M & 400M course available	Dec-24
West Reservoir	Better Leisure	Hackney	£ 12.30				£ 410.00	£ 450.00	£ 129.65	£ 286.00	Minimum 14 Years Old to Swim Adult Membership Is UK Swim National (Can Swim in any Better Leisure Pool throughout the country) Senior membership allows the member to use any Better Leisure Centre in the Borough. Junior Membership is specifically for West Reservoir Concessionary Membership allows the member to use any Better Leisure facility in the borough during Off Peak times. Better Leisure all offer Pay as you Go membership prices: Adult £7.90 Concession £5.90 Lockers are not available for open swimmers	Dec-24

Serpentine Lido	The Royal Parks	Westminster	£ 7.50		£ 3.75	£ 4.30	N/A	Alongside the other full day Prices, Serpentine Lido also offer Family Rates £16.30 (2 Adults and up to 4 Children) Rates for Sessions (10:00 - 13:00 and 14:00 - 18:00) Adult £5.95 Child: £2.30 Family £14.00 (2 Adults + 2 Children) Off Peak - Adult £4.30 Off Peak £1.75 Off Peak Family £10.75 Concessions £3.25 Lockers £2.00	Dec-24
Merchant Taylors	Active Training World	Hertfordshire County Council	£			8.50		Changing room and showers available Couldn't find a great deal of information	Dec-24
Redrick	Redrick Lakes	Hertfordshire County Council/ East Hertfordshire District Council	£			10.00		£7.50 swim for member (Have to email to confirm the price)	Dec-24
Haven	LoveOpenWater	Hounslow					£ 15.00	Swimmers require a Nowca Membership to Book Was unable to confirm the cost of pay as you go visits however.	Dec-24
Shepperton	Shepperton Open Water Swim	Surrey County Council / Spelthorne Borough Council						They've moved over to their Winter Site Shepperton Splash Unsure of Pricing (They require you to email)	Dec-24
Greenland Dock	Southwark Leisure	Southwark	£			9.00	N/A		Dec-24

LICENSED ACTIVITIES	ORG NAME (Owner -or- Operator)	BOROUGH	DATE FEE LAST UPDATED	LICENCE FEE				NOTES	DATE
				1 - 2 Dogs	3-4 Dogs	5-6 Dogs	Other?		CHECKED
Professional Dog Walking License									
Battersea Park	Wandsworth Council	Wandsworth		£ 74.00	£ 150.00	£ 300.00		You can select different numbers of dogs for different sites, however the fee you pay will be based on the maximum number of dogs you will be walking at any site. All fees are excluding VAT. Pro-Rata Fees will be applied to applications for a new licence made after 1st May. Public liability insurance of £2 million	Dec-24
Bishops Park	Hammersmith and Fulham	Hammersmith and Fulham			£ 210.00			Only allowed up to 4 dogs per walk Non-borough Businesses will be charged £410 per year The license applies to the majority of parks and green spaces within the borough. For example, Brook Park, Brook Green, Cathnor Park etc	Dec-24
Arcbishop Park	Lambeth	Lambeth		£ 65.26	£ 130.53	£ 391.58		Minimum Public liability policy of £2 million but £5 million preferred Risk Assesment required also required to receive a licence. Dog Walking is not allowed in all open spaces/areas within open spaces. Gardens and around Playgrounds seem to be off limits. The First purchase is full price but additonal costs will be 20% off.	Dec-24
Royal Parks	The Royal Parks	Camden		£300 for all except Richmond and Bushy, which are £225				Evidence of Public Liability Insurance of £2 Million A signed and dated risk assement and method statement required. Customer and Vet reference Scheme is open all year round, so Pro-Rata payment will apply depending on when the application is processed. Armbands/Licenses can be transfered within the Coman Permit Vehicle cost £100 but only available at Richmond Park and Bushy Park	Dec-24
Thames Bank	Richmond Upon Thames Council	Richmond Upon Thames		£ 166.00				The License Period lasts three years then dog walkers need to re-apply. License is Valid up to 6 Dogs - No change in price regardless of the number of dogs. Fees will be calculated from start date on Pro-rata basis Dog walking is not allowed near playgrounds	Dec-24

LICENSED ACTIVITIES	ORG NAME (Owner -or- Operator)	BOROUGH	DATE FEE LAST UPDATED	LICENCE REPLACEMENT FEE	NOTES	DATE CHECKED
				FEE		

Replacement Dog Walking License ID

Battersea Park	Wandsworth Council	Wandsworth		£	50.00	VAT not included	Dec-24
Bishops Park	Hammersmith and Fulham Council	Hammersmith and Fulham		£	50.00	VAT not included	Dec-24
Hanger Hill Park	Ealing Council	Ealing Council		£	20.00		Dec-24
Thames Bank	Richmond Upon Thames Council	Richmond Upon Thames		£	21.30		Dec-24

LICENSED ACTIVITIES	ORG NAME (Owner -or- Operator)	BOROUGH	POST CODE	DATE FEE LAST UPDATED	LEAD BY FOREST LEARNING TEAM		SELF LED		NOTES	DATE CHECKED
					State	Private	State	Private		
Forest Schools										
Holland Park Ecology Centre	Kensington and Chelsea Council	Kensington and Chelsea	W8 6LU		£ 431.00	£ 574.00	£3.50 per child	£4.50 per child	Lead by Learning Team: Total Charge for a 6-week Forest School Programme (20 Children Maximum). The same group returns each Week. Self Led: Attendance charge for using Wildlife Area (per Pupil) - Up to 2 hours. Also offer Taster Sessions - Up to 2 hours (Up to 20 children). Charge for one - Off Sessions	Dec-24
Tower Hamlets Cemetery Park	The Friends of Tower Hamlets Cemetery Park	Tower Hamlets	E3 4PX		£150.00 per Class		35.00 per class		Class = Maximum 30 Children Sessions Led by Staff are £90 Minutes Long and include the use of Lodge Toilets and Storage Facilities Self Led Clases which cost £30 Do not include the use of toilet/storage facilities. They also offer a Bespoke Forest School Session for Children up to 16 years which are available on request. Sessions are between 2 and 3 hours long.	Dec-24

CAR PARKING	Charges	BOROUGH	Notes	
Camden	£3.84 (1 hour, non-diesel) £4.92 (1 hour, diesel)	Camden		Dec-24
Your Parking Space	£3.75 - £28.75 (per hour)	Camden	Shirlock Road, NW3. Various locations available ranging in price.	Dec-24
Just Park (reservable private driveways)	£5 - £21 (per hour)	Camden	Various locations	Dec-24
Just Park (Premier Inn)	£40.00 per 24-hour day (regardless of duration)	Camden	NW3 4RB	Dec-24
Hyde Park	Monday to Saturday: 70p per 15 mins / £2.80 per hour / £11.20 for the maximum stay of 4 hours. Sunday (and Bank Holidays): 50p per 15 mins / £2.00 per hour / £20.00 for the maximum stay of 10 hours."	Westminster		Dec-24
Regents Park	Monday to Saturday: 70p per 15 mins / £2.80 per hour / £11.20 for the maximum stay of 4 hours. Sunday (and Bank Holidays): 50p per 15 mins / £2.00 per hour / £19.00 for the maximum stay of 9.5 hours	Westminster / Camden		Dec-24
London Zoo	£17.50 weekends, bank holidays, school holidays £16 term time weekdays £70: non-zoo visitors or overnight parking	Westminster	Members are free	Dec-24
Alexandra Palace	0-30 mins: Free 30mins to 1 hour the charge is £1.75 and then £1.75 for every hour thereafter up till 48 hours.	Haringey		Dec-24

Royal Free Hospital	Up to one hour: £3.30 Up to two hours: £6.50 Up to three hours: £9.80 Up to four hours: £13.20 Up to five hours: £16.40 Up to six hours: £19.60 Up to seven hours: £23.00 Up to 24 hours: £26.00	Camden		Dec-24
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APPENDIX 2

Representation of Mixed Pond Association and Kenwood Ladies Pond Association

Please find our comments about the proposed fee and charge increases in relation to the ponds. This is being sent on behalf of the Mixed Pond Association and the Kenwood Ladies Pond Association.

We do not dispute the changes in your proposed increase of charges for swimming at the ponds as they are within inflationary markers but please note that we have not accepted in principle the City of London's (CoL) charging policy that has ended the system of free swimming at the ponds with voluntary contributions. When the CoL first took over the management of the ponds it accepted the principle of free swimming which honoured the right of commons under section 36 of the Hampstead Heath Act 1871. The justification the CoL advanced for imposing fees was that new safety regulations had increased costs and some charges were necessary to manage those extra costs. Without a breakdown of the costs and the fee income the CoL generates from the ponds we cannot know whether the fees are generating a surplus against those costs. We have regularly asked for this to be shared with the pond user groups.

CoL have calculated and shared figures for income, expenditure, staff costs and subsidy levels, separately for ponds and lido, annually from 2019 through to July 2023 in the minutes of the Hampstead Heath, Highgate Wood & Queen's Park Committee meetings. These figures and projections were explicitly provided to guide the HHHWQP charging decision in March 2020, and subsequent increases. However they have not been provided for the year April 2023 - March 2024. We therefore need to **caveat** any opinions we express about the proposed charges, with the observation that appropriate financial information to support those opinions has not been provided. We also note that:

- the July 2023 figures indicate that pond swimming made an **operational profit of £34k**.
- we were told in the Nov 2024 SWF that financial information related to swimming would no longer be shared.

Please could you now share the available information used to prepare the **Proposed Fees and Charges** by the City of London for the next financial year, in whatever format you have available.

APPENDIX 2

The strategic priority five and six of the Hampstead Heath Management Strategy is to increase social inclusion and diversity. Given that fee receipts for charitable activities over the year 2022-23 (HH Annual Report and Financial Statements for the year ended 31 March 2023) increased by over £500,000 we would expect to see evidence that proper consideration has been given to, at least, applying the additional receipts to provide concessions to pond users in support of the strategic priorities. We hope that this consideration will form part of the mid-term review of the management strategy which we understand is due to be completed in April 2025. We suggest that, in this context, the committee consider our proposals made to the Sports and Wellbeing forum on 28 February 2024, to:

4. D

- i. Extend the age limit from 16 to 18 for free swim, and extending the morning free swim from its current time of 9.30am.
- ii. Increase the concession rate from 40% to 50%
- iii. Allow for a monthly payment option to pay for the 12-month seasonal swimming pass, payable monthly as one twelfth (1/12th) of the discounted annual seasonal rate, as opposed to the current up-front payment. This payment would be in lieu of the established monthly rate that is already available to swimmers who do not purchase the seasonal pass.

Swimming representatives also sought a presentation on the CoL's cost of sports provision relative to revenue received on Hampstead Heath.

Officers responded during the Forum meeting that they would need to examine these proposals in greater detail before responding substantively but that response has not yet been provided.

Separately, we do not accept that it is appropriate to benchmark fees charged against third party facilities which are not subject to the rights protected under the Hampstead Heath Act 1871 or the NLOS Hampstead Heath charitable purposes.

City of London Corporation Committee Report

Committee(s): Hampstead Heath Consultative Committee (For Discussion)	Dated: 14 January 2025
Hampstead Heath, Highgate Wood, and Queen's Park Committee (For Decision)	4 February 2025
Subject: Re-opening of former tennis hut at Parliament Hill	Public report: For Decision
This proposal: <ul style="list-style-type: none"> delivers Corporate Plan 2024-29 outcomes 	-Vibrant Thriving Destination -Providing Excellent services -Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	Yes
If so, how much?	Up to £8,500
What is the source of Funding?	Cyclical Works Programme
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Katie Stewart, Executive Director of Environment
Report author:	Colin Houston, Volunteer Coordinator, North London Open Spaces

Summary

This report provides Members with an overview of the pilot re-opening of the former tennis booking hut at Parliament Hill as a weekend visitor engagement and interpretation base.

Recommendation(s)

Members are asked to:

- Hampstead Heath Consultative Committee: Review the report and provide any sought representations.
- Hampstead Heath, Highgate Wood, and Queen's Park Committee: Review the report and authorise officers to effectuate an agreement with Heath Hands to occupy and reactivate the Tennis Hut as described herein.

Main Report

Background

1. The former 'Tennis Booking Hut' at Parliament Hill, referred to as the 'Hut' in this report, is a small building (9 sqm) that was previously used to facilitate tennis bookings at Parliament Hill's tennis courts, among other public information functions (Appendix 1).
2. Tennis bookings are now managed online via Club Spark, and therefore the Hut is no longer required for its original purpose. The building was last staffed by City of London Corporation staff in 2016, and the nearby public information window was closed by the City Corporation in 2023 due to staffing reductions. The Hut is currently used as a storage space and for various other operational purposes by officers.
3. The overall condition of the building is good, with some decoration and weatherproofing required. Repairs are needed to its windows to enable them to open properly and facilitate public engagement from inside the Hut.

Heath Hands

4. Heath Hands (charity number: 1173419) is a charity that delivers a range of conservation, public engagement, community, learning and wellbeing programmes across North London Open Spaces (NLOS), Keats House and the Kenwood Estate. Heath Hands operates on Hampstead Heath pursuant to a Partnership Agreement with the City Corporation, which will be amended as necessary to reflect the content of this report and permit occupation of the Hut by Heath Hands.

Reactivation of Former Tennis Hut

5. Heath Hands have been successfully delivering a weekend interpretation programme on the Heath (formerly the RSPB's Wild About Hampstead Heath project) since 2016. Their volunteer Wildlife Interpreter, and interpretation tricycles, engage on average over 3,000 visitors a year about nature conservation and the community programmes on Hampstead Heath.
6. Heath Hands has proposed to pilot a reactivation of the Hut for a broader use of the space, including to create a weekend visitor engagement point in Parliament Hill. It will provide free information and resources to Heath visitors and act as a base for their nature interpretation programme.

7. There is currently £8,500 funding available in the City Surveyor's Department's (CSD) Cyclical Work Programme for targeted repairs to the interior and exterior of the Hut. NLOS officers will liaise with CSD on implementing these improvements in parallel with finalising plans with Heath Hands to reopen and reactivate the Hut.
8. After a period of repair and redecoration, led by the CSD and with additional work by Heath Hands, the Hut would reopen from late spring to early summer 2025, during limited hours on weekends, currently anticipated to be three hours each on Saturday and Sunday. There is the potential to expand to bank holidays in the future, though the ability to open is dependent on availability of Heath Hand's staff and volunteers.
9. Visitors will be able to ask questions, pick up maps and resources, and discover more about NLOS's management of the Heath and about the Heath's programme of community events, volunteering, wildlife conservation and campaigns, enabling better engagement of visitors. This will improve the overall visitor experience and also return to a limited degree a visitor service that was previously offered pre-TOM.
10. The building will also be utilised as a staff and volunteer base by City Corporation officers during community events and sports events at Parliament Hill.
11. In addition, Heath Hands and City Corporation staff set up a retail stall outside the Hut, nearby the Farmers' Market, between October and December. This allows Heath Hands to sell its annual Hampstead Heath calendar, the proceeds of which are used to further Heath Hands' mission on the Heath. In addition to the other benefits of reactivating the Hut as described herein, its reopening will allow for a more secure and reliable location for these holiday calendar sales to generate income for the charity to reinvest in Hampstead Heath, which is permitted per the terms of NLOS's agreement with Heath Hands.
12. The re-opening of the Hut is being resourced by Heath Hands staff, with the support of their dedicated volunteers. The Heath Hands staff and volunteers will also support NLOS officers with community-focussed events at Parliament Hill as needed and as capacity permits.

Financial implications

13. No implications. Up to £8,500 in available Cyclical Work Programme funding will be used to make necessary repairs to the Hut.

Resource implications

14. Existing staff at NLOS can absorb any additional duties created in providing oversight of the Hut.

Legal implications

15. The use of the Hut must be in the best interests of the Hampstead Heath charity and in accordance with the charitable objects (to preserve Hampstead Heath for the recreation and enjoyment of the public) and the other available powers. The objects of the Heath Hands charity are generally aligned. As outlined in the report, Heath Hands focuses on the conservation and protection of green spaces, education, ecological monitoring and community outreach. The Partnership Agreement must also outline the terms and conditions of use by Heath Hands and clarify the roles and responsibilities of each party.

Risk implications

16. Risks are monitored and recorded through the Departmental Risk Register. Pursuant to its agreement with the City Corporation, Heath Hands carries appropriate insurance coverage as directed by the Chamberlain's Insurance Office.

Equalities implications

17. No implications.

Climate implications

18. No implications.

Security implications

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

Conclusion

20. This report summarises the work being done to reopen and reactivate the former Tennis Booking Hut at Parliament Hill as a visitor engagement and interpretation base.

Appendices

- Appendix 1: Photos of former 'Tennis Booking Hut'

Colin Houston

Volunteer Coordinator

North London Open Spaces

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APPENDIX 1: Former 'Tennis Booking Hut' at Parliament Hill





Committee(s): Hampstead Heath Consultative Committee	Dated: 14 th January 2025
Hampstead Heath, Highgate Wood, Queens Park Committee	4 th February 2025
Subject: Project Prioritisation Process	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	<ul style="list-style-type: none"> • Diverse engaged communities • Dynamic economic growth • Vibrant thriving destination • Flourishing public spaces • Providing excellent services • Leading sustainable environment
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	£ N/A
What is the source of Funding?	
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Katie Stewart, Executive Director Environment	For Discussion
Report authors: Emily Brennan, Natural Environment Director	

Summary

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

Recommendation(s)

Members are asked to:

- Discuss the proposed project prioritisation criteria and process for Hampstead Heath, Highgate Wood and Queen's Park Committee.

Main Report

Current Position

One of the key priorities for the Hampstead Heath, Highgate Wood and Queen's Park charities and for the wider Natural Environment Division is to develop and implement a more strategic and joined-up approach to business planning and project prioritisation. This is needed to ensure that charity objectives are being delivered and that charity resources are being used effectively and efficiently. It is also necessary to align with the Corporation's strategic priorities, business planning and project management processes.

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

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

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

The project prioritisation process will be applied to each of the charities for which the HH, HW & QP Committee has authority to act for and on behalf of the City Corporation as charity trustee. Members are being asked to take the decisions on the recommendations in the report for each of the charities separately, i.e., for and on behalf of the City Corporation in its separate capacity as Trustee of the following charities: Hampstead Heath (charity number 803392), Highgate and Queen's Park (charity number 232986). Charity law obliges Members to ensure that the decisions they take in relation to a charity are taken in the best interests of that charity.

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

HH, HW & QP Committee will be asked, as part of the decision, for authorisation to the Executive Director Environment to make minor amendments to the prioritisation matrix to take on board comments/feedback arising from its consideration by the different management committees.

Proposed Prioritisation Criteria and Weighting

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

Criteria description	Scoring options
Is the project essential for operations (as opposed to desirable)?	Yes=4 / No=0
Will the project support one or more of the Corporate Plan Outcomes? (Diverse, engaged communities; Leading Sustainable Environment; Providing Excellent Services; Dynamic Economic Growth; Vibrant, Thriving Destination; Flourishing Public Spaces)	None =0, 1 outcome=1, 2 outcomes=2 etc (max=6)
Will the project support delivery of one or more of the Natural Environment Strategies: (Nature Conservation and Resilience; Community and Engagement; Access and Recreation; Culture, Heritage and Learning)	None=0, 1 strategy=1 etc (max=4)
Will the project support Hampstead Heath, Highgate Wood and Queen's Park charity objects? (Exercise, recreation and enjoyment of the public)	None=0, 1 object=1 etc (max=5)
Will the project generate income (over and above the cost of delivery)?	Yes=4 / No=0
Has funding been secured?	Above 75% =4 51-75% =3 26-50% =2 Up to 25% =1 No=0
Will the project's deliverables be sustainable in the longer-term?	
• Financially sustainable	Yes=1 / No=0
• Operationally sustainable	Yes=1 / No=0
• Environmentally sustainable	Yes=1 / No=0
Will the project deliver service improvement?	Yes=2 Partial=1 No=0
Will the project address a risk on the charity's risk register?	Red risk=4 Amber risk=2 Green or No=0
What is the level of risk associated with the project? <i>Consider failure to deliver the project's outcomes, reputational risk etc</i>	Low=2 Medium=1 High=0
Will delivery of the project result in positive publicity and/or reputational benefit?	Yes=2 Possibly=1 No=0
Can the project be delivered within existing 'business as usual' capacity?	Yes=2 / No=0
Is the project to be delivered in partnership with another organisation/group?	Yes=2 / No=0
	MAXIMUM = 44

Conclusion

A project prioritisation process is urgently needed to inform the development, approval and implementation of effective and affordable five year business plans for Hampstead Heath, Highgate Wood and Queen's Park Charities. The proposed process outlined in this paper identifies criteria which include delivery against Charity objectives. It is recommended that the process and criteria are discussed by Hampstead Heath Consultative Committee and any proposed changes will need to be reviewed and approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee. This process will enable the production of a prioritised list.

Appendices

Appendix 1: CoL Project Gateway Process

Appendix 2: Hampstead Heath, Highgate Wood and Queen's Park Project
Prioritisation Spreadsheet

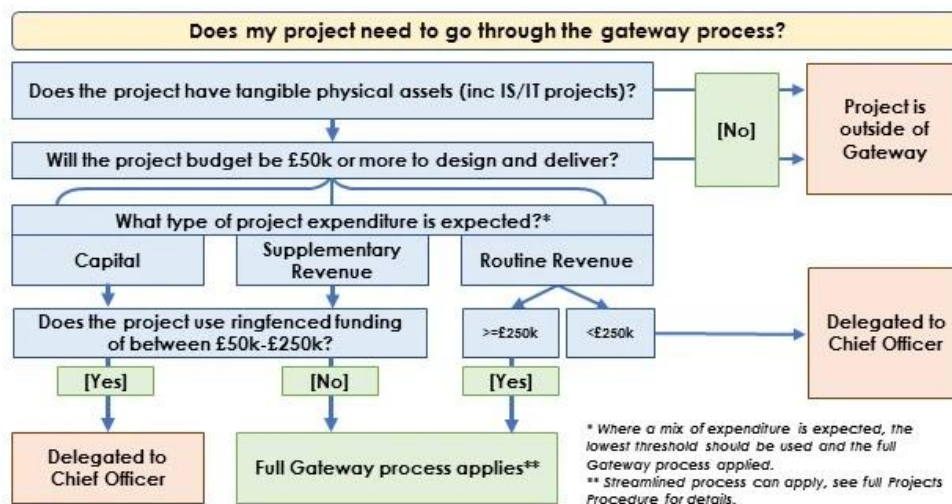
Contact

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Appendix 1: Project Gateway Process

Entering the Gateway Process

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



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

Capital: Major schemes (>£50,000) relating to the acquisition, creation or enhancement of an asset which yields benefits to the authority and the services it provides for a period of more than one year. Basic definition taken from the CIPFA Code of Practice on Local Authority Accounting, which has the force of law. Further conditions e.g. in relation to enhancements. Excludes regular or cyclical repairs, but includes cyclical replacement of major components, e.g. new windows etc.

Supplementary Revenue: (>£50,000) Project expenditure of a substantial or major nature which was previously classified as capital but is now revenue so as to conform to current accounting regulations, such as a major repair.

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

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

Gateway Routes

Risk, Complexity and Uniqueness

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

Project prioritisation process and criteria for scoring

Please complete the 'PROJECTS' tab as explained below.

COLUMN A: Add a the name/description of the project

COLUMN B: Is the project a statutory requirement or necessary for compliance (including health and safety)?
Select 'yes' or 'no' from the drop down box in column B.
If 'yes', there is no need to complete the remaining columns - notes can be added in column W.
If 'no', proceed to score the project against the criteria in columns C-T

COLUMNS C-T: Each column represents a criteria against which the project should be scored.
The scoring options are shown in row 3, and there is a drop down box in each row to choose from.
Scores have been weighted according to the relative importance of the criteria. Those in columns C-K (in red font) have been allocated greater weight than those in columns L-T.

COLUMN U: This will automatically sum the total score of each project. Once each project has been scored, the list can be ordered using this column to show the highest scored projects first.

COLUMN V: The estimated cost will then be added and the prioritised list assessed and selected for delivery in terms of available budget.

COLUMN W: Notes can be added in this column for further consideration.

Column	Criteria description	Scoring options
	Essential	
C	Is the project essential for operations (as opposed to desirable)?	yes=4 / no=0
D	Will the project support one or more of the Corporate Plan Outcomes?	yes=4 / no=0
E-H	Will the project support delivery of one or more of the Natural Environment Strategies:	(max=8)
	Nature Conservation and Resilience Strategy	yes=2 / no=0
	Community and Engagement Strategy	yes=2 / no=0
	Access and Recreation Strategy	yes=2 / no=0
	Culture, Heritage and Learning Strategy	yes=2 / no=0
I	Will the project support the individual charity's objects?	yes=4 / no=0
J	Will the project generate income (over and above the cost of delivery)?	yes=4 / no=0
K	Has funding been secured	Above 75%=4 / 51-75%=3 / 26-50%=2 / Up to 25%=1 / No=0
L-N	Will the project's deliverables be sustainable in the longer-term?	(max=3)
	Financially sustainable	yes=1 / no=0
	Operationally sustainable	yes=1 / no=0
	Environmentally sustainable	yes=1 / no=0
O	Will the project deliver service improvement?	yes=2 / partial=1 / no=0
P	Will the project address a risk on the charity's risk register?	Red risk=4 / Amber risk=2 / Green or No=0
Q	What is the level of risk associated with the project? <i>Consider failure to deliver the project's outcomes, reputational risk etc</i>	low=2 / medium=1 / high=0
R	Will delivery of the project result in positive publicity and/or reputational benefit?	yes=2 / possibly=1 / no=0
S	Can the project be delivered within existing 'business as usual' capacity?	yes=2 / no=0
T	Is the project to be delivered in partnership with another organisation/group?	yes=2 / no=0
		MAXIMUM SCORE = 45

City of London Corporation Committee Report

Committee(s): Hampstead Heath Consultative Committee (for discussion) Hampstead Heath, Highgate Wood, and Queen's Park Committee (for discussion)	Dated: 14 January 2025 4 February 2025
Subject: Hampstead Heath dog swimming and pesticide introduction	Public report: For Discussion
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?	£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 Department
Report author:	Adrian Brooker, Senior Ecologist, North London Open Spaces

Summary

This report provides Hampstead Heath Consultative Committee Members with a summary of a recent scientific study undertaken and its subsequent publication, supported by North London Open Spaces, focused on the link between dog swimming and pesticide introduction into Hampstead Heath ponds.

The study identifies that many flea and tick treatments applied to dogs contain pesticides and that dog swimming is the likely source of chemical contamination into

ponds in which dog swimming occurs. The study also found that dog owners were generally unaware of the environmental risks associated with the flea and tick treatments they used on their pets. The levels of chemicals found could be harmful to pond life.

Potential options are outlined which could reduce the impact of these pesticides to Hampstead Heath ponds.

Recommendation(s)

Members are asked to:

- Hampstead Heath Consultative Committee: Note the report and make representations to the Grand Committee about the potential future options which, in the opinion of the Consultative Committee, affects or are likely to affect the Heath lands.
- Hampstead Heath, Highgate Wood, and Quene's Park Committee: Note the report and the findings of the references study, and discuss potential future options outlined in paragraph 20

Main Report

Background

1. There are 13 larger ponds located on the City of London Corporation-managed area of Hampstead Heath. North London Open Spaces (NLOS) has designated areas in three of these ponds for dog swimming.
2. Dog walking is a much-loved and well-established activity on Hampstead Heath that provides health benefits to both the dog and their owners. Many dog walkers bring their dogs to the ponds where dog swimming is currently permitted.
3. Various veterinary products are used to protect pets from fleas and ticks. Many of these products are classed as insecticides, which are pesticides that target insects. However not all owners use these products and there is considerable variation in the type of product used.
4. The chemicals used in flea and tick treatments have been shown to have a detrimental impact on invertebrate species that are not specifically targeted by them (i.e. fleas and ticks).
5. High concentrations of these chemicals are already associated with both treated and untreated wastewater sources in London waterways.

Previous examination of Heath ponds

6. It was hypothesised that dogs may be introducing chemicals associated with flea treatment products to Hampstead Heath ponds through dog swimming.
7. In partnership with the Heath and Hampstead Society, an initial investigation was undertaken in 2021 to determine the possible presence of these chemicals in the Hampstead Heath ponds.
8. Samples taken from two of the most frequented dog swimming ponds revealed the presence of chemicals (Imidacloprid and Fipronil) at levels which could be harmful to aquatic life. Both were banned in Britain for agricultural use in 2018 largely due to their detrimental impacts on bees.
9. It was unclear whether these chemicals were widespread across Hampstead Heath waterbodies and whether they were linked to dog-swimming activities.
10. Alongside this initial sampling, the City Corporation and the Heath and Hampstead Society collaborated with a small group of veterinarians, pharmacists and scientists to assist with developing information for dog walkers about the potential environmental risks of chemical contamination of ponds. A webpage called 'Safe Dog Swimming' was produced and hosted by the independent organisation Veterinary Prescriber.

Current position and research

11. To establish the source of the chemicals that were identified in the two dog-swimming ponds, a master's student from the Royal Veterinary College (RVC) was engaged in February 2023 to assist with this project.
12. The investigation compared chemical concentrations in ponds frequently used for dog swimming with those where dog swimming does not occur. Samples from streams that connect to these ponds were also collected to check for other sources of possible contamination.
13. The study results indicated that the chemical contamination in ponds was strongly correlated to dog-swimming activities and that the majority of dog owners were unaware of the potential environmental impacts of the products used.

Research findings

14. Using the data collected in 2023, the City Corporation, Heath and Hampstead Society, RVC, and scientists from Imperial College and the University of Sussex, collaborated to produce a scientific paper.
15. The research findings corroborated the correlation between dog-swimming activities and contamination of Heath ponds by the pesticides imidacloprid and fipronil and these chemicals were likely to be having a negative impact on pond life.
16. As these products have low toxicity to dogs and humans, they are very unlikely to pose any risk to human or dog health as they were found at very small concentrations (nanograms per litre).
17. The study also found that 86% of the dog owners surveyed were found to be unaware of the potential environmental impact of the products they used, but 94% of respondents indicated that the protection of nature would be an important consideration when selecting veterinary products.
18. There was considerable variation in the type of products used and the mode of application with some respondents not using any flea and tick products. Therefore, any potential risks and impacts could vary greatly depending on the particular dog visiting and swimming in the pond.
19. Another master's student from the Centre of Alternative Technology was engaged by the City Corporation and the Heath and Hampstead Society earlier in 2024 to investigate the potential impacts of these chemicals on invertebrates and data from this project is still being analysed.

Potential future options

20. Officers are now considering what the future options are to reduce the risk and impacts of chemical contamination of the ponds. The options include the following:
 - a. Update the 'Hampstead Heath Ponds and Wetlands Plan' to include the impact of dog swimming on pesticide introduction;
 - b. Review the recommendations from the Ponds and Wetlands Conservation Plan (2020) with regards to dog swimming in ponds to determine areas where additional action is needed to reduce the risk and impacts of chemical contamination of the ponds;
 - c. Review access to Heath ponds for dog swimming once the results of the remaining analyses have been obtained and reviewed;

- d. Raise public awareness of the potential environmental impacts of dog swimming on Hampstead Heath through various communications media, including social media and on-site interpretation;
- e. Consider stakeholder consultation to develop a risk reduction strategy concerning dog swimming;
- f. Continue to assist and support research projects on Hampstead Heath to increase knowledge of the likely impacts of chemical contamination of the ponds and to monitor the effectiveness of any mitigation measures implemented;
- g. Continue to liaise and work alongside appropriate external institutions to understand current research and mitigation proposals and plans.

Corporate & Strategic Implications

- 21. This work has implications for the aims set out in the City of London's Corporate Plan 2024-2029, and contributes to the strategic outcomes 'Leading Sustainable Environment' and 'Flourishing Public Spaces', with the performance measure of an increase in natural environment biodiversity.
- 22. Relevant themes in the Natural Environment Division's Nature Conservation and Resilience Strategy include: Theme 1: To protect and enhance the biodiversity of our open spaces, and; Theme 2: To increase the resilience of our open spaces within a wider, interconnected natural landscape.
- 23. The paper also has implications for the Hampstead Heath Management Strategy 2018-2028: Strategic Outcome A: The Heath is maintained as a flourishing green space and historic landscape.

Financial implications

- 24. No implications.

Resource implications

- 25. No implications.

Legal implications

- 26. In taking forward any proposals under paragraph 20 a balance must be struck between the competing requirements to preserve the natural aspect and state of the Heath (including its environment and ecology) and provide a public open space for the recreation and enjoyment of the public.

Risk implications

27. Almost all the imidacloprid and fipronil concentrations in the dog swimming ponds exceeded a range of established measures for environmental-toxicity thresholds. On this basis, it is likely that their presence poses a risk to aquatic biodiversity. Failing to seek solutions to this issue will cause reputational damage to the City Corporation.

Equalities implications

28. No implications.

Climate implications

29. A key part of the City of London's Climate Action Strategy is conserving and enhancing biodiversity. These findings show that dog swimming may be having an impact on Heath biodiversity. The ongoing local study in this area will assist with analysing the potential impacts and guide future proposals and actions on Hampstead Heath.

Security implications

30. No implications.

Conclusion

31. This report provides Consultative Committee Members with the background to, and the findings of, a scientific paper on chemical contamination of ponds published in the international journal 'Science of the Total Environment' [Volume 955](#), 10 December 2024, 176686.
32. The report identifies dog swimming as the likely source of pesticide contamination into ponds in which dog swimming occurs.
33. The report identifies a number of potential future options for reducing and monitoring the extent and impact of pesticide contamination of Hampstead Heath ponds. Members are asked to consider the report findings and potential options and to make representations to the Grand Committee about these findings and options.

Appendices

- Dog swimming and ectoparasiticide water contamination in urban conservation areas: A case study on Hampstead Heath, London'. <https://www.sciencedirect.com/science/article/pii/S0048969724068426?via%3Dihub>

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City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park Committee	Dated: 4 February 2025
Subject: Five-year Business Plan (Hampstead Heath)	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	
Does this proposal require extra revenue and/or capital spending?	Spending is as per approved annual and supplemental budgets
If so, how much?	Spending is as per approved annual and supplemental budgets
What is the source of Funding?	<u>Multiple</u> -Local Risk -City Surveyor's Department -Capital Funding -Climate Action Strategy -External Funding -Charity income
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces

Summary

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

Recommendation(s)

Members are asked to:

- Review the draft Hampstead Heath five-year business plan provided at Appendix 1 and provide any comments at the committee meeting on 4 February 2025.

Main Report

Background

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

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

Management of Hampstead Heath

7. The Hampstead Heath Management Strategy (2018-2028) provides the strategic direction for the management of Hampstead Heath, setting out four strategic outcomes and ten priorities for the charity. The planned mid-term review of the Strategy was approved by the Hampstead Heath, Highgate Wood, and Queen's Park Committee on 3 December 2024.
8. The City Corporation is now developing five-year business plans at its open space charities on a rolling five-year basis. The five-year Business Plan will state the charities' planned workstreams and outputs for Hampstead Heath over a five-year period and will show how and when the various workstreams will be resourced, delivered, and measured.
9. The five-year Business Plan will be updated annually to reflect changes in priorities and resources and to rescope workstreams to reflect new risks, constraints, and changes if and when needed. This review will typically occur annually, but may occur by exception at other times to capitalise on new opportunities or respond to arising circumstances.
10. The draft five-year Business Plan for Hampstead Heath (Appendix 1) lists proposed prioritised workstreams to deliver on the charitable obligations and ten priorities of the Hampstead Heath Management Strategy. It also illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan sets out the specific priorities and activities for the Heath, and progress against them will be reported.
11. The Hampstead Heath five-year Business Plan is an important planning and communication tool. It allows the charity to articulate its priorities in a resource-constrained environment, and to plan with as much predictability as is feasible what workstreams it believes are reasonably achievable given these resource constraints. Workstreams tentatively planned for years beyond the current year will necessarily be tentative and will be refined as clarity on out year resources and circumstances becomes clearer.
12. In principle, once the workstreams for a given year are established, any new area of proposed work will require consideration to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased, or deferred in order to include anything new in the plan.

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

Project Prioritisation Process

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

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

Other documents informing management of Hampstead Heath

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

open spaces.

External support and deliverables

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

Corporate & Strategic Implications

Strategic implications

23. The Hampstead Heath five-year Business Plan will further the Hampstead Heath Management Strategy Outcomes and Priorities, the Corporate Plan's strategic outcomes, and the four Natural Environment Strategies, as further detailed in this report.

Financial implications

24. Activities in the five-year Business Plan will be planned to meet the existing local risk of Hampstead Heath.

Resource implications

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

Legal implications

26. The City Corporation as the charity Trustee is responsible for ensuring that the Hampstead Heath charity fulfils its charitable purpose, which is the "preservation of Hampstead Heath for the recreation and enjoyment of the public". The five-year Business Plan will assist the delivery of the Hampstead Heath Management Strategy and provide a clear framework for decision-making, including resource allocation which is in the best interests of the charity, The Plan will support

Members of this Committee to exercise their duties responsibly on behalf of the City Corporation.

Risk implications

27. Activities within the business plan are assessed within the Hampstead Heath Risk Register.

Equalities implications

28. The Heath Vision describes an inclusive and safe space that brings people together, where a diversity of people, activities and perspectives are welcomed and respected. The Strategic Outcomes that “The Heath is inclusive and welcoming to a diverse range of visitors” will be furthered by the five-year Business Plan.
29. Activities within the business plan have or will have equalities impact assessments where relevant and appropriate.

Climate implications

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

Security implications

31. Relevant security risks are assessed with the Hampstead Heath Risk Register.

Conclusion

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

Appendices

- Appendix 1: Draft five-year Business Plan for Hampstead Heath

Background Papers

- None

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APPENDIX 1: DRAFT Five-year Business Plan (Hampstead Heath)

																CORPORATE PLAN STRATEGIC OUTCOMES					NATURAL ENV'T STRATEGIES				
#	ACTIVITY	ACTIVITY DESCRIPTION	HAMPSTEAD HEATH MANAGEMENT STRATEGY PRIMARY OUTCOME FURTHERED	HAMPSTEAD HEATH MANAGEMENT STRATEGY PRIMARY PRIORITY FURTHERED	2025- 26 FTE	2026- 27 FTE	2027- 28 FTE	2028- 29 FTE	2029- 30 FTE	PRIORITISATIO N SCORE (where relevant)	TOTAL BUDGET (where relevant)	FUNDING SOURCE	MEASURE OF SUCCESS	MEASURE OF SUCCESS TARGET	NLOS LEAD	1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
	Annual Work Plan (Business as Usual)	The Annual Work Plan is not a part of this Five-year Business Plan, but will be included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.	<select>	<select>	TBC	TBC	TBC	TBC	TBC			Local Risk (Hampstead Heath Charity)			ALL										
	Cyclical Works Programme (City Surveyor's Dept)	Numerous workstreams to be itemised. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access. Officers are liaising with City Surveyor's Department on a programme/project dashboard.	<select>	<select>	TBC	TBC	TBC	TBC	TBC			<select>			ALL										
	Reactive Building Repairs & Maintenance Programme (City Surveyor's Dept)	Numerous workstreams. Work occurs as scheduled / planned preventive maintenance arises, and as reactive repairs and maintenance needs arise. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access.	<select>	<select>	TBC	TBC	TBC	TBC	TBC			<select>			ALL										
1	Habitat management	Continue proactive management of natural habitats and proportionate interventions, to maintain the distribution of habitat types informed by surveys, and monitoring in collaboration with partner organisations. Planting and protection of trees and hedgerows on the Heath in select approved areas	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	1. A mosaic of natural habitats is maintained and flourishes	TBC	TBC				TBC	TBC	Climate Action Strategy			Conservation Team										
2	Sheep on the Heath	Explore opportunities to re-establish traditional management techniques such as conservation grazing. Host grazing sheep on the Heath in calendar year 2025.	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	1. A mosaic of natural habitats is maintained and flourishes	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Conservation Team										
3	Veteran and ancient tree long-term plan	Develop a long-term plan for the protection and succession of our veteran and ancient trees. This plan is in preparation with anticipated publication in 2025.	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	1. A mosaic of natural habitats is maintained and flourishes	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Conservation Team										
4	Nature connectivity	Enhance connectivity of areas of conservation value, both on the Heath and beyond its borders, as part of the emerging GLA Local Nature Recovery Strategy.	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	1. A mosaic of natural habitats is maintained and flourishes	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Conservation Team										
5	Pesticides in dog swimming ponds	Proactively monitor and manage threatening processes to mitigate their impact, including invasive species, pests and disease, pollutants and impacts of climate change. Review the results of the recent study on the presence of pesticides in dog swimming ponds and initiate actions (exact actions TBC)	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	1. A mosaic of natural habitats is maintained and flourishes	TBC	TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)			Conservation Team										

25	Review of Commercial Dog Walking License Scheme	Enforce the Commercial Dog Licensing Requirements and Dog Walking Code of Conduct, and the Heath By Laws Review the Terms and Conditions of the current scheme, review operation of the scheme to date, and propose and implement changes if/as needed.	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values	TBC	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Constabulary											
26	Review of Golders Hill Park Zoo strategy	Move towards a more sustainable Zoo collection which reflects wildlife in Britain and current and historic relationships with the Heath. Review and update the Golders Hill Park Zoo Strategy and continue with implementation	A. We protect and conserve the Heath The Heath is maintained as a flourishing biodiverse green space and historic landscape	3. A balance is maintained between visitor activities and the conservation of natural, built and heritage values	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team											
27	Facility maintenance	Ensure sports and recreational facilities undergo regular review and are refurbished and maintained in partnership with the City Surveyor's Department. Accomplished as per Cyclical Works Programme	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Cyclical Works Programme (City Surveyor's Dept)			City Surveyor's											
28	Sports forums	Work with local partners, including users groups and the London Boroughs of Camden and Barnet and national bodies such as Sport England, to sustain a range of experiences, activities and sports that offer broad appeal to a wide range of people and maintain the quality of our sports facilities and the range of sports offered. Finalise membership on and host the reconstituted Hampstead Heath Sports & Wellbeing Forum, Athletics Track Forum, and Swimming Forum.	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team											
29	Sports forums	Support the many clubs, organisations and user groups, most of which rely heavily on volunteers, to ensure increased participation and remove barriers to engagement in sports and recreation. Finalise membership on and host the reconstituted Hampstead Heath Sports & Wellbeing Forum, Athletics Track Forum, and Swimming Forum.	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team											
30	Sports forums	Embed our goal to increase active outdoor participation into everything we do, (for example, in the design of facilities, services and activities, including the events programme, learning programme, nature conservation, volunteering, operational services, information and communication). Finalise membership on and host the reconstituted Hampstead Heath Sports & Wellbeing Forum, Athletics Track Forum, and Swimming Forum.	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team											
31	Leisure Management System for swimming	Improve access and opportunities to engage in sport through introduction of a central Leisure Management System for bookings and information for sports and other activities. Build, test, communicate, and launch the Leisure Management System - a new digital booking system for swimming areas/facilities on the Heath (that if successful will be expanded to other Heath booking needs over time)	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team											
32	Natural Environment Learning Team Agreement	Continue to develop and expand our Learning, Heritage and Volunteer programmes, emphasizing the importance of an emotional connection with the Heath and the benefits to health and well-being which come from spending time with nature, as well as enhancing knowledge and understanding. Complete an agreement with the Natural Environment Learning Team to support their provision of continued learning activities on the Heath	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC						TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent Parks & Operations Team Conservation Team											

33	Partnership development	Sustain and enhance access for a diverse range of users to enjoy peaceful and tranquil experiences on the Heath, and to connect with nature, heritage and place, ensuring barriers to participation are identified and minimised Perform self-audit of access challenges on the Heath. Complete the agreement with the Natural Environment Learning Team. Create the first annual work plan with Heath Hands and NLOS.	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Development & Partnerships Team												
34	Events prospectus	Complete a marketing document to highlight potential event sites on the Heath for community and commercial use	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC					TBC	£ 1,000	Local Risk (Hampstead Heath Charity)			Development & Partnerships Team												
35	Parliament Hill Improvement Projects	TBC. Funding does not currently exist for any of the proposed projects. Officers will explore potential funding sources in 2025-26 and beyond	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC (currently unfunded)			Superintendent Parks & Operations Team Conservation Team												
36	Golders Hill Park Playground / Sandpit	Complete improvements to the GHP Playground / Sandpit if application to Barnet Council for NCIL funding is successful	B. The Heath enriches our lives Improved quality of life for Heath visitors	4. Improved physical health, mental health and emotional well-being	TBC					TBC	TBC	External			Parks & Operations Team												
37	Community Engagement Toolkit	Develop information, communication and engagement activities to optimise accessibility for people of all ages, abilities and backgrounds. TBC	C. The Heath is inclusive and welcoming The Heath is inclusive and welcoming to a diverse range of visitors	5. Increasing social inclusion		TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent												
38	Self-audit of Heath accessibility	Collaborate with partners to ensure visitor information addresses perceived barriers to visiting the Heath Self-audit of Heath access	C. The Heath is inclusive and welcoming The Heath is inclusive and welcoming to a diverse range of visitors	5. Increasing social inclusion		TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent Parks & Operations Team Conservation Team												
39	Heath webpage audit	Improve access to information on the Heath and online about opportunities to engage in volunteering or other activities. Complete the audit of the Heath webpages on the City Corporation website, identifying information errors, information gaps, and opportunities for better communication and provision of info.	C. The Heath is inclusive and welcoming The Heath is inclusive and welcoming to a diverse range of visitors	5. Increasing social inclusion	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Development & Partnerships Team												
40	Community Engagement Toolkit	Encourage staff, volunteers and partners to be 'ambassadors' who are visible, ready to assist, and share their knowledge and love of the Heath.	C. The Heath is inclusive and welcoming The Heath is inclusive and welcoming to a diverse range of visitors	5. Increasing social inclusion		TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent												
41	Golders Hill Park Zoo experiences	Launch the Zoo Experiences at Golders Hill Park, including the 'Keeper Experience' and the 'Feeding Experience', and complete any remaining preparations to do so. Once launched, continue to deliver programme as part of BAU.	C. The Heath is inclusive and welcoming The Heath is inclusive and welcoming to a diverse range of visitors	5. Increasing social inclusion	TBC	TBC				TBC	TBC	Charity income			Parks & Operations Team												
42	Weddings on Hampstead Heath	Review previous hosting of weddings on Hampstead Heath, secure needed permits/license, and re-initiate hosting of weddings at approved locations	C. The Heath is inclusive and welcoming The Heath is inclusive and welcoming to a diverse range of visitors	5. Increasing social inclusion	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Development & Partnerships Team												
43	Community Engagement Toolkit	Proactively seek insights into the needs of Heath visitors, including the barriers affecting different groups. Develop a 'Community Engagement Toolkit' to guide engagement efforts on the Heath and ensure an approach that is inclusive and as per best practice	C. The Heath is inclusive and welcoming The Heath is inclusive and welcoming to a diverse range of visitors	6. Diversity and equality		TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)															
43	Heath access self-audit	Ensure visitor facilities and the range of Heath experiences are accessible and relevant to a diverse range of users. Perform self-audit of access challenges on the Heath.	C. The Heath is inclusive and welcoming The Heath is inclusive and welcoming to a diverse range of visitors	6. Diversity and equality		TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent Parks & Operations Team Conservation Team												

53	Support of Natural Environment Learning Team activities	Support Learning Team work at Hampstead, including coordinating access, site and building management/maintenance, and other coordination and site management activities. The Learning Team delivers a significant amount of work on the Heath, both as part of Business as Usual and as unique initiatives and projects. As per a forthcoming new Partnership Agreement in 2025, the Learning Team and NLOS will develop an annual activity plan aligned with charitable objectives	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	8. Visitor behaviour is pro-environmental	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team												
54	Recruitment	Provide opportunities for a lasting connection with the Heath through volunteering, sponsorships, legacies and endowments. Successful recruit the Head of Development & Partnerships role	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	9. People treat the Heath and other visitors with respect	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent												
55	Develop relationship with Metropolitan Police	If necessary, work with the Metropolitan Police to ensure our staff and visitors feel safe and secure on the Heath. Continue to develop the relationship with the Metropolitan Police via the Constabulary, West Heath working group, and active attendance at Met-hosted meetings.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	9. People treat the Heath and other visitors with respect	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Constabulary												
56	Management of West Heath	Reactivate a working group to address the documented health and safety impacts of activities on West Heath and implement other operational measures in response	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	9. People treat the Heath and other visitors with respect	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent Conservation Team												
57	Constabulary induction programme	Strong governance, working within the legislative and policy framework, meeting our statutory obligations and upholding the Hampstead Heath byelaws. Complete new training and induction programme for all Constables. Host a refresher training on the byelaws for relevant staff.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Constabulary												
58	Complete safeguarding training for staff in need	Ensure the health, safety and well-being of staff, volunteers and contractors, and the safeguarding of visitors.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent												
59	Cafes	Create positive social and environmental value through responsible business practices. Complete the remarketing of the three cafes on the Heath (Parliament Hill Cafe, Parliament Hill Lido Cafe, and Golders Hill Park Cafe)	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Development & Partnerships Team												
60	Fleet audit	Provide environmental stewardship in the use of resources and associated emissions to provide a clean environment and drive down the negative effects of our own activities. Audit our fleet to identify the most polluting vehicles, and prioritise for replacement where possible.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)			Parks & Operations Team												
61	Hedgehog research	Continue to work with partner organisations to explore options for effective conservation management, such as working with the Heath & Hampstead Society on the experimental re-introduction of conservation grazing to Heath Extension, and the recent meadow enhancement in association with Heath Hands and Butterfly Conservation. Partner with Heath & Hampstead Society on sheep grazing. Work with Zoological Society of London on implementation of grant improving knowledge of hedgehog populations in Hampstead Heath and Highgate Woods with help from local communities.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC	TBC				TBC	TBC	External			Conservation Team												
62	Natural Environment Charity Review	Continue to work with the Charity Review Team on due diligence and preparatory work to support the Charity Review as it relates to Hampstead Heath	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Local Risk (Hampstead Heath Charity)			Superintendent												

63	Recruitment	Continue and complete the recruitment to vacant posts	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC					TBC	TBC	Local Risk (Hampstead Heath Charity)													
63	Training programme	Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensure workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC	TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)													
64	Review of licenses and agreements	Review existing licenses, agreements and uses of the Heath to ensure that all necessary agreements are modern, appropriate, and in place	D. Together we care for the Heath Greater number and diversity of people taking care of the Heath	10. Responsible management	TBC	TBC				TBC	TBC	Local Risk (Hampstead Heath Charity)													

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	04/02/2025
Subject: Hampstead Heath Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2024	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Chamberlain Executive Director Environment	For Information
Report author: Niranjan Shanmuganathan, Chamberlain's Department	

Summary

The final version of the Trustee's Annual Report and Financial Statements for the year ended 31 March 2024 for Hampstead Heath (charity registration number 803392 and 803392-1) are presented for information in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the the Trustee's Annual Report and Financial Statements for the 2023/24 Financial Year be noted.

Main Report

1. The Trustee's Annual Report and Financial Statements for the Hampstead Heath charity for the year ended 31 March 2024 are presented for information having been signed on behalf of the Trust by the Chairman and Deputy Chairman of Finance Committee and the auditors, Crowe U.K LLP.
2. Members may also wish to note that a draft unaudited version of the 2023/24 Annual Report and Financial Statements was previously presented to your Committee in October 2024. In addition, the information contained within the Annual Report and Financial Statements has already been presented to your Committee via the outturn report in July 2024.
3. The Trustee's Annual Report and Financial Statements for 2023/24 was previously approved by Finance Committee in November 2024 on behalf of the Trustee in line with the arrangements in place for other charities in which the City is trustee.

4. A previous review of the charities for which the City is responsible detailed key reports that should be presented to your Committee. The Trustee's Annual Report and Financial Statements was one of these reports. Information from these statements also forms part of the Annual Return to the Charity Commission which is due to be filed ahead of the regulatory deadline of 31 January 2025.

Appendices

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

Niranjan Shanmuganathan
Chamberlain's Financial Services Division

E: niranjan.shanmuganathan@cityoflondon.gov.uk

Hampstead Heath

Incorporating:

Hampstead Heath Trust Fund

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

CONTENTS

Origins of the charity	1
Structure and governance.....	2
Achievements and performance	7
Financial review	9
Trustee's responsibilities.....	15
Independent auditor's report	17
Statement of financial activities.....	21
Balance sheet.....	22
Notes to the financial statements	23
Reference and administration details	43

ORIGINS OF THE CHARITIES

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

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

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

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

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

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

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

GOVERNANCE ARRANGEMENTS

The Mayor and Commonalty and Citizens of the City of London (also referred to as 'the City Corporation' or 'the City of London Corporation'), a body corporate and politic, is the trustee of Hampstead Heath and the Hampstead Heath Trust Fund. The City Corporation is trustee acting by the Court of Common Council of the City of London in its general corporate capacity and that executive body has delegated responsibility in respect of the administration and management of this charity to various committees and sub-committees of the Common Council, membership of which is drawn from 125 elected Members of the Common Council and external appointees to those committees. In making appointments to committees, the Court of Common Council will take into consideration any particular expertise and knowledge of the elected Members, and where relevant, external appointees. External appointments are made after due advertisement and rigorous selection to fill gaps in skills.

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

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

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

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

- **Financial Investment Board** - oversees all aspects of the non-property investment arrangements of the City of London's major funds and monitors the Chamberlain's Treasury Management operations.
- **Hampstead Heath, Highgate Wood and Queen's Park Committee** – responsible for the activities undertaken at Hampstead Heath, approving budget allocations for the forthcoming year.
- **Corporate Services Committee** – responsible for personnel and establishment matters throughout the City of London, including negotiations with the recognised trade unions.
- **Natural Environment Board** – policy and strategic body in relation to the activities of the City Corporation's Natural Environment Division within the Environment Department.

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

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

The charities are consolidated within City's Estate as the City of London Corporation exercises operational control over their activities. City's Estate is a fund of the City Corporation that can be traced back to the 15th century and has been built up from a combination of properties, land, bequests and transfers under statute since that time. Investments in properties, stocks and shares are managed to provide a total return that:

- Allows City's Estate to use the income for the provision of services that are of importance nationally and internationally as well as to the City and Greater London.
- Maintains the asset base so that income will be available to fund services for the benefit of future generations.

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

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

The charity is administered in accordance with their governing instruments and the City Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer

Scheme of Delegations. These governance documents can be obtained via a request to the email address stated on page 43.

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

INDUCTION AND TRAINING OF MEMBERS

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

OBJECTIVES AND ACTIVITIES

Hampstead Heath (charity 1)

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

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

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

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

Hampstead Heath Trust Fund (charity 2)

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

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

Investment Policy

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

Volunteers

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

Remuneration Policy

The charity's senior staff are employees of the City Corporation and, alongside all staff, pay is reviewed annually. The City Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for the payment of recognition awards.

The above policy applies to staff within the charity's key management personnel, as defined within note 7 to the financial statements.

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

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

Senior staff posts of the City Corporation are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual salary range within the relevant grade, which incorporates market factors as well as corporate importance.

Fundraising

Section 162A of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as "soliciting or otherwise procuring money or other property for charitable purposes". Donations are presented in the financial statements as "voluntary income" including grants.

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

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

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

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

Public benefit statement

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

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

REFERENCE AND ADMINISTRATIVE DETAILS

The administrative details of the charity are stated on page 43.

ACHIEVEMENTS AND PERFORMANCE

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

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

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

Hampstead Heath Bathing Ponds Access Project (capital project)

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

Parliament Hill athletics track (capital project)

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

Parliament Hill Master Plan

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

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

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

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

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

Golders Hill Park Pergola

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

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

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

PLANS FOR FUTURE PERIODS

Hampstead Heath

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

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

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

Hampstead Heath Trust Fund

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

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

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2023/24, the charities total income for the year was £13,248,437 an overall increase of £3,801,440 against the previous year (£9,446,997). The principal source of income was from City of London Corporation's City's Estate fund (see below).

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

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

Investment income of £1,360,948 (2022/23: £1,543,905) was received during the year from the Hampstead Heath Trust Fund.

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

Expenditure

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

Funds held

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

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

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

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

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

Unrestricted funds (General funds) – these funds can be used in accordance with the charitable object at the discretion of the Trustee and include income generated by assets representing unrestricted funds. For the Hampstead Heath Charity this represents surplus of income of £7,313 (2022/23: £3,818). For the Hampstead Heath Trust this represents surplus of income of £902,261 (2022/23: £730,810) over and above expenditure of the Trust distributed annually towards the running costs of the Heath.

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

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

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

Investments performance

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

1) Segregated portfolio

The funds of the charity are managed by Artemis Investment Management LLP. Market values and performance against benchmarks for the year was as follows:

	Market Value		Returns		Benchmark	
	2023/24	2022/23	2023/24	2022/23	2023/24	2022/23
	£	£	%	%	%	%
Hampstead Heath Trust	36,694,482	34,701,620	+14.10%	+2.18%	+8.43%	+2.92%
City of London Charities Pool (part of)	827,434	769,264	+14.18%	+2.22%	+8.43%	+2.92%
	37,521,916	35,470,884				

2) Hampstead Heath Trust Fund

As at 31 March 2024, the investments held in the Hampstead Heath Trust Fund achieved a return of +14.10% (2022/23: +2.18%) compared to the FTSE All Share Index return of +8.43% (2022/23: +2.92%) Over three years this fund achieved a return of +9.01% (2022/23: +7.41%) compared to the FTSE All Share Index return of +8.05% (2022/23: +5.31%). Over five years, the fund achieved a return of +7.64% (2022/23: +6.25%) compared to the FTSE All Share Index return of +5.44% (2022/23: +4.69%).

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

3) City of London Corporation Charities Pool

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

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

Reserves

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

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

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

Spending Policy

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

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

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

Principal Risks and Uncertainties

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

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

Risks which are specific to Hampstead Heath:

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

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

Risks which are specific to Hampstead Heath Trust Fund:

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

TRUSTEE'S RESPONSIBILITIES

The Trustee is responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Charity law requires the Trustee to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under charity law the Trustee must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and charity and of the incoming resources and application of resources, including the income and expenditure, of the group for that period.

In preparing these financial statements, the Trustee is required to:

- select suitable accounting policies and then apply them consistently.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

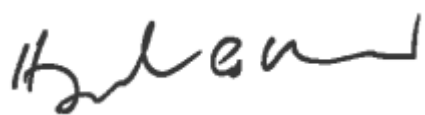
The Trustee is responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustee is aware:

- there is no relevant audit information of which the charity's auditors are unaware; and
- the Trustee has taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Financial statements are published on the Trustee's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Trustee's website is the responsibility of the Trustee. The Trustee's responsibility also extends to the ongoing integrity of the financial statements contained therein.

Adopted and signed for on behalf of the Trustee.



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



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

27th November 2024

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

Opinion

We have audited the financial statements of Hampstead Heath incorporating Hampstead Heath Trust Fund for the year ended 31 March 2024 which comprise the Statement of Financial Activities, Balance Sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2024 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of Trustee

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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

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

Crowe U.K. LLP

Crowe U.K. LLP

Statutory Auditor

55 Ludgate Hill, London, EC4M 7JW

29 November 2024

Crowe U.K. LLP is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2023/24 Total Funds £	2022/23 Total Funds £
Income and endowments from:						
Voluntary activities	2	9,001	14,383	-	23,384	51,393
Charitable activities	3	3,272,770	-	-	3,272,770	3,010,114
Grant from City of London Corporation	4	8,591,335	-	-	8,591,335	4,841,585
Investments	5	1,360,948	-	-	1,360,948	1,543,905
Total income and endowments		13,234,054	14,383	-	13,248,437	9,446,997
Expenditure on:						
Raising funds	6	14,189	-	171,451	185,640	168,359
Charitable activities:			-			
Preservation of Hampstead Heath	6	10,026,557	47,738	-	10,074,295	9,363,193
Total expenditure		10,040,746	47,738	171,451	10,259,935	9,531,552
Net gains on investments	11	-	-	2,051,032	2,051,032	585,545
Net income		3,193,308	(33,355)	1,879,581	5,039,534	500,990
Net movement in funds		3,193,308	(33,355)	1,879,581	5,039,534	500,990
Reconciliation of funds:						
Total funds brought forward	15	20,201,401	67,174	34,973,312	55,241,887	54,740,897
Total funds carried forward	15	23,394,709	33,819	36,852,893	60,281,421	55,241,887

All of the above results are derived from continuing activities.

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

The notes on pages 23 to 43 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 Total £	2023 Total £
Fixed assets:			
Tangible assets	10	22,481,805	19,463,442
Fixed asset investments	11	36,873,090	34,188,534
Total fixed assets		59,354,895	53,651,976
Current assets			
Debtors	12	461,997	1,926,283
Investments	11	471,518	1,105,042
Cash at bank and in hand		1,211,992	883,927
Total current assets		2,145,507	3,915,252
Creditors: Amounts falling due within one year	13	(1,218,981)	(2,325,341)
Net current assets		926,526	1,589,911
Total assets less current liabilities		60,281,421	55,241,887
The funds of the charity:			
Endowment funds	15	36,852,893	34,973,312
Restricted income funds	15	33,819	67,174
Unrestricted income funds	15	23,394,709	20,201,401
Total funds		60,281,421	55,241,887

The notes on pages 23 to 43 form part of these financial statements

Approved and signed on behalf of the Trustee.



Caroline Al-Beyerty

Chamberlain of London and Chief Financial Officer

27th November 2024

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements of the charities.

(a) Basis of preparation

The financial statements of the charity, which is a public benefit entity under FRS102, have been prepared under the historical cost convention and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition effective 1 January 2019) and the Charities Act 2011.

(b) Going concern

The financial statements have been prepared on a going concern basis as the Trustee considers that there are no material uncertainties about the charity's ability to continue as a going concern. The charity's governing documents place an obligation on the City of London Corporation to preserve the open spaces for the benefit of the public. Any deficit is funded from the City of London Corporation's City's Estate. On an annual basis, a medium-term financial forecast is prepared for City's Estate, covering the next 5 years from the period covered by these financial statements. The latest forecast anticipates that adequate funds will be available in the 12 months from the date of these accounts being signed to enable the charity to continue to fulfil its obligations.

In making this assessment, the Trustee has considered the potential ongoing impact of the Covid-19 pandemic and current high inflationary pressures on the financial position, including future income levels and planned expenditure and the liquidity of the charity over the next 12-month period. For this reason, the Trustee continues to adopt a going concern basis for the preparation of the financial statements.

(c) Key management judgements and assumptions

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

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

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

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

(d) Statement of Cash Flows

As per section 14.1 of the Charities SORP (the exemption in FRS102 (paragraph 1.12b)) the Charity is not required to produce a statement of cash flows on the grounds that it is a qualifying entity.

A Statement of Cash Flows is included within the City's Estate Annual Report and Financial Statements 2024 which is publicly available at www.cityoflondon.gov.uk.

(e) Income

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

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

(f) Expenditure

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

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

Support costs (including governance costs) include activities undertaken by the City Corporation on behalf of the charity, such as human resources, digital services, legal support, accounting services, committee administration, public relations and premises costs. The basis of the cost allocation is set out in note 8.

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

(g) Foreign currencies

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

(h) Pension costs

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefit scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Estate and Bridge House Estates) or the trusts it supports.

The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £49.9m as at 31 March 2024 (£142.6m as at 31 March 2023). Since any net deficit is apportioned between the financial statements of the City of London's three main funds, the charity's Trustee does not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in these financial statements.

Barnett Waddingham, an independent actuary, carried out the latest triennial actuarial assessment of the scheme as at 31 March 2022, using the projected unit method. The 31 March 2022 valuation was carried out in 2022/23 and has set contribution rates for the period 01 April 2023 to 31 March 2026 at 21%. Contribution rates adopted for the financial years 2020/21 2021/22 and 2022/23 were set at 21%.

(i) Taxation

The charity meets the definition of a charitable trust for UK income tax purposes, as set out in Paragraph 1 Schedule 6 of the Finance Act 2010. Accordingly, the charity is exempt from UK taxation in respect of income or capital gains under part 10 of the Income Tax Act 2007 or section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

(j) Fixed Assets

Heritage Land and Associated Buildings

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

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

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

Tangible fixed assets

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

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

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

(k) Investments

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

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

(l) Stocks

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

(m) Cash

Cash and cash equivalents include cash in hand, overdrafts (if any) and short term deposits and other instruments held as part of the Corporation’s treasury management activities with original maturities of three months or less.

(n) Funds structure

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

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

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

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

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

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

(o) Insurance

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

2. INCOME FROM VOLUNTARY ACTIVITIES

Charity 1 – Hampstead Heath

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

3. INCOME FROM CHARITABLE ACTIVITIES

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

4. INCOME FROM THE CITY OF LONDON CORPORATION

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

5. INCOME FROM INVESTMENTS

Charity 2 - Hampstead Heath Trust Fund	Unrestricted funds 2023/24 £	Unrestricted funds 2022/23 £
Investment income	1,360,911	1,543,942
Interest	37	(37)
Total	1,360,948	1,543,905

Income for the year included:

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

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

Grants from the City of London Corporation – being the amount received from the City of London Corporation's City's Estate to meet the deficit on running expenses of the charity, alongside funding for capital purchases.

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

6. Expenditure

Expenditure on raising funds

Charity 2 – Hampstead Heath Trust Fund

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

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

Expenditure on charitable activities

Charity 1 – Hampstead Heath

	Unrestricted funds Direct costs £	Restricted funds £	Unrestricted funds Support costs £	Total 2023/24 £	Direct costs £	Support costs £	Total 2022/23 £
Preservation of Hampstead Heath	7,256,723	47,738	1,594,526	8,898,987	6,170,541	1,817,105	7,987,646
Total	7,256,723	47,738	1,594,526	8,898,987	6,170,541	1,817,105	7,987,646

Charity 2 – Hampstead Heath Trust Fund

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

Charities 1 & 2 – total

	Unrestricted funds Direct costs £	Restricted funds £	Unrestricted funds Support costs £	Total 2023/24 £	Direct costs £	Support costs £	Total 2022/23 £
Preservation of Hampstead Heath	8,432,032	47,738	1,594,526	10,074,296	7,546,088	1,817,105	9,363,193
Total	8,432,032	47,738	1,594,526	10,074,296	7,546,088	1,817,105	9,363,193

Charitable activities

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

Auditor's remuneration and fees for other services

Crowe U.K. LLP are the auditors of the City of London's City's Estate Fund and all of the different charities of which it is Trustee. In 2023/24 an audit fee of £6,930 was recharged (2022/23: £8,500). No other services were provided to the charity by its auditors during the year (2022/23: £nil).

7. SUPPORT COSTS

Support costs include activities undertaken by the City of London Corporation on behalf of the Charity, such as human resources, digital services, legal support, accounting services, committee administration and premises costs. Such costs are determined on a departmental basis, and are allocated on a cost recovery basis to the charity based on time spent, with associated office accommodation charged proportionately to the space occupied by the respective activities, with the split of costs as follows:

Charity 1 – Hampstead Heath

	Charitable activities £	Governance £	2023/24 £	2022/23 £
Department:				
Chamberlain	144,096	-	144,096	201,589
Comptroller & City Solicitor	-	-	-	39,017
Town Clerk	-	146,683	146,683	192,443
City Surveyor	329,564	-	329,564	316,311
Natural Environment directorate	582,626	-	582,626	748,033
Other governance & support costs	91,962	6,930	98,892	105,891
Digital Services	292,665	-	292,665	213,821
Sub-total	1,440,913	153,613	1,594,526	1,817,105
Reallocation of governance costs	153,613	(153,613)	-	-
Total	1,594,526	-	1,594,526	1,817,105

Charity 2 – Hampstead Heath Trust Fund

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

Charities 1 & 2 – total

	Raising funds £	Charitable activities £	Governance £	2023/24 £	2022/23 £
Department:					
Chamberlain	14,189	144,096	-	158,285	206,025
Comptroller & City Solicitor	-	-	-	-	39,017
Town Clerk	-	-	146,683	146,683	192,443
City Surveyor	-	329,564	-	329,564	316,311
Natural Environment directorate	-	582,626	-	582,626	748,033
Other governance & support costs	-	91,962	6,930	98,892	105,891
Digital Services	-	292,665	-	292,665	213,821
Sub-total	14,189	1,440,913	153,613	1,608,715	1,821,541
Reallocation of governance costs	-	153,613	(153,613)	-	-
Total	14,189	1,594,526	-	1,608,715	1,821,541

All support costs are undertaken from unrestricted funds. Governance costs are allocated based on a proportion of officer time spent on the administration of Trustee and Committee related meetings.

8. DETAILS OF STAFF COSTS

Charity 1 – Hampstead Heath

All staff that work on behalf of the charity are employed by the City Corporation. The average number of people directly undertaking activities on behalf of the charity during the year was 88 (2022/23: 83).

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

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

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

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

Remuneration of Key Management Personnel

The charity considers its key management personnel to comprise the Members of the City of London Corporation, acting collectively for the City Corporation in its capacity as the Trustee, and the Director of Natural Environment who manages the seven open spaces for which the City of London Corporation is a charity trustee. A proportion of the Directors' employment benefits are allocated to this charity.

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

The amount of employee benefits received by key management personnel totalled £40,309 (2022/23: £121,711). No members received any remuneration, with directly incurred expenses reimbursed, if claimed. Expenses totalling £nil were claimed in 2023/24 (2022/23: £nil).

9. HERITAGE ASSETS

Charity 1 – Hampstead Heath

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

10. TANGIBLE FIXED ASSETS

Charity 1 – Hampstead Heath

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

11. FIXED ASSET INVESTMENTS

Charity 2 – Hampstead Heath Trust Fund

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

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

	Total 2024	Total 2023
	£	£
Long Term Fixed Investments		
Market value 1 April	34,188,534	34,547,175
Additions	7,797,461	11,470,392
Disposals	(7,163,937)	(12,414,578)
(Loss)/gain for the year	2,051,032	585,545
Market value 31 March	36,873,090	34,188,534
Short Term Investments		
Cash held by fund managers	471,518	1,105,042
Other Cash Balances	177,308	177,308
Short Term Investments	648,826	1,282,350
Total investments 31 March	37,521,916	35,470,884
Cost 31 March	32,144,545	32,831,082

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

	2024	2023
	£	£
Long term	36,873,090	34,188,534
Short term	648,826	1,282,350
Total	37,521,916	35,470,884

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

	Held in the UK	Held outside the UK	Total at 31 March 2024	Held in the UK	Held outside the UK	Total at 31 March 2023
	£	£	£	£	£	£
Unit trusts	1,389,982	-	1,389,982	1,149,524	-	1,149,524
Equities	31,836,971	3,646,137	35,483,108	28,495,840	4,543,170	33,039,010
Cash	648,826	-	648,826	1,282,350	-	1,282,350
Total	33,875,779	3,646,137	37,521,916	30,927,714	4,543,170	35,470,884

12. DEBTORS – AMOUNTS DUE WITHIN ONE YEAR

Charity 1 - Hampstead Heath

	2024	2023
	£	£
Rental debtors	26,326	18,825
Prepayments and accrued income	46,577	49,081
Recoverable VAT	26,920	3,700
Other debtors	42,008	36,155
Total	141,831	107,761

Charity 2 - Hampstead Heath Trust Fund

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

Charities 1 & 2 – total

	2024	2023
	£	£
Rental debtors	26,326	18,825
Prepayments and accrued income	46,577	49,081
Recoverable VAT	26,920	3,700
Sundry debtors	-	7,579
Other debtors	362,175	1,847,098
Total	461,997	1,926,283

Other debtors consist of non-property related debtors of £42,008 (2022/23: £36,155) and dividends of £320,167 receivable from the fund manager (2022/23: £1,810,943).

13. CREDITORS – AMOUNTS DUE WITHIN ONE YEAR

Charity 1 - Hampstead Heath

	2024	2023
	£	£
Trade creditors	81,878	106,921
Accruals	218,368	185,133
Deferred income	231,655	235,157
Rent deposits	15,425	15,425
VAT liability	41,277	20,634
Other creditors	543,450	176,788
Total	1,132,053	740,058

Charity 2 - Hampstead Heath Trust Fund

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

Charities 1 & 2 – total

	2024	2023
	£	£
Bank overdraft	41,433	1,544,157
Trade creditors	81,878	106,921
Accruals	218,368	185,133
Deferred income	231,655	235,157
Rent deposits	15,425	15,425
VAT liability	41,277	20,634
Other creditors	588,945	217,914
Total	1,218,981	2,325,341

	2024	2023
	£	£
Deferred income analysis within creditors:		
Balance at 1 April	235,157	121,368
Amounts released to income	(235,157)	(121,368)
Amounts deferred in the year	231,655	235,157
Balance at 31 March	231,655	235,157

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

14. ANALYSIS OF NET ASSETS BY FUND

Charity 1 – Hampstead Heath

At 31 March 2024	Unrestricted Funds		Restricted Funds	Total at 31 March 2024	Total at 31 March 2023
	General Funds	Designated Funds			
	£	£	£	£	£
Tangible Assets	-	22,481,805	-	22,481,805	19,463,442
Current Assets	1,139,365	3,331	33,819	1,176,515	814,381
Current Liabilities	(1,132,053)	-	-	(1,132,053)	(740,058)
Total	7,313	22,485,136	33,819	22,526,268	19,537,765

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

Charity 2 – Hampstead Heath Trust Fund

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

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

Charities 1 & 2 – total

At 31 March 2024	Unrestricted Funds		Restricted Funds	Endowment Funds	Total at 31 March 2024	Total at 31 March 2023
	General Funds	Designated Funds				
	£	£	£	£	£	£
Tangible Assets	-	22,481,805	-	-	22,481,805	19,463,442
Fixed Asset Investments	(66,732)	-	-	36,939,822	36,873,090	34,188,534
Current Assets	2,108,357	3,331	33,819	-	2,145,507	3,915,252
Current Liabilities	(1,132,053)	-	-	(86,928)	(1,218,981)	(2,325,341)
Total	909,573	22,485,136	33,819	36,852,894	60,281,421	55,241,887

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

Expendable endowment movements 2011-2024

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

15. MOVEMENT IN FUNDS

Charity 1 – Hampstead Heath

At 31 March 2024	Total as at 1 April 2023 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2024 £
Restricted funds:					
Campaign Donations	18,096	14,383	(13,862)	-	18,617
Parliament Hill Outdoor Gym	2,233	-	-	-	2,233
Installation of Non-Turf Pitches	46,845	-	(33,876)	-	12,969
Total restricted funds	67,174	14,383	(47,738)	-	33,819
Unrestricted funds:					
General funds	3,818	8,639,894	(8,636,399)	-	7,313
Designated funds:					
Tangible fixed assets	19,463,442	3,233,212	(214,849)	-	22,481,805
Capital fund	3,331	-	-	-	3,331
Total unrestricted funds	19,470,591	11,873,106	(8,851,248)	-	22,492,449
Total funds	19,537,765	11,887,489	(8,898,986)	-	22,526,268

At 31 March 2023	Total as at 1 April 2022 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2023 £
Restricted funds:					
Campaign Donations	7,352.0	42,904	(32,160.0)	-	18,096
Parliament Hill Outdoor Gym	2,233.0	0	-	-	2,233
Installation of Non-Turf Pitches	-	46,845	-	-	46,845
Total restricted funds	9,585	89,749	(32,160)	-	67,174
Unrestricted funds:					
General funds	1,735	7,751,373	(7,749,290)	-	3,818
Designated funds:					
Tangible fixed assets	19,607,668	61,970	(206,196)	-	19,463,442
Capital fund	3,331	-	-	-	3,331
Total unrestricted funds	19,612,734	7,813,343	(7,955,486)	-	19,470,591
Total funds	19,622,319	7,903,092	(7,987,646)	-	19,537,765

Charity 2 – Hampstead Heath Trust Fund

At 31 March 2024	Total as at 1 April 2023 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2024 £
Endowment funds:						
Expendable endowment	769,264	-	-	58,170	-	827,434
Permanent endowment	34,204,048	-	(171,451)	1,992,862	-	36,025,459
Total endowment funds	34,973,312	-	(171,451)	2,051,032	-	36,852,893
Unrestricted funds:						
General funds	730,810	1,360,948	(1,189,497)	-	-	902,261
Total funds	35,704,122	1,360,948	(1,360,948)	2,051,032	-	37,755,154

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

Charities 1 & 2 – total

At 31 March 2024	Total as at 1 April 2023 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2024 £
Endowment funds:						
Permanent endowment funds	34,204,048	-	(171,451)	1,992,862	-	36,025,459
Expendable endowment funds	769,264	-	-	58,170	-	827,434
Total endowment funds	34,973,312	-	(171,451)	2,051,032	-	36,852,893
Restricted funds:						
Campaign Donations	18,096	14,383	(13,862)	-	-	18,617
Parliament Hill Outdoor Gym	2,233	-	-	-	-	2,233
Installation of Non-Turf Pitches	46,845	-	(33,876)	-	-	12,969
Total restricted funds	67,174	14,383	(47,738)	-	-	33,819
Unrestricted funds:						
General funds	734,628	10,000,842	(9,825,897)	-	-	909,573
Designated funds:						
Tangible fixed assets	19,463,442	3,233,212	(214,849)	-	-	22,481,805
Capital fund	3,331	-	-	-	-	3,331
Total unrestricted funds	20,201,401	13,234,054	(10,040,746)	-	-	23,394,709
Total funds	55,241,887	13,248,437	(10,259,935)	2,051,032	-	60,281,421

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

Purpose of the endowment funds

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

The permanent endowment fund is held in perpetuity as a capital fund to generate income for the activities of the charity. Before any potential gains on investments are considered, should net income be more than any year's contribution to the running costs of the Heath, then the surplus funds are retained as unrestricted funds to be used in future years. During 2023/24 the surplus was £185,640 (2022/23: £168,359). Should the actual income earned in any specific year, added to the surpluses from previous years, be less than the contribution based on the funds from the original endowment, then the lower sum is attributed. The Finance Committee may decide that an allocation is to be made from the permanent endowment reserves of the Trust Fund. This is within the terms of the Transfer Order for the original endowment.

Purposes of restricted funds

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

Purposes of designated funds

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

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

16. RELATED PARTY TRANSACTIONS

The City Corporation is the sole Trustee of the charity, as described on page 2. The City Corporation provides various services to the charity, the costs of which are recharged to the charity. This includes the provision of banking services, charging all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is included within expenditure, as set out in note 7.

The charity is consolidated within the accounts of City's Estate, a fund of the City of London Corporation (the City Corporation, the Corporate Trustee of the charity), by virtue of the deemed control arising from the provision of the shortfall between the charity's income and expenditure by City's Estate, whose place of business is Guildhall, London EC2P 2EJ. The principal purpose of City's Estate is to manage its investments in properties, stocks and shares to provide returns which allows the City Corporation to use the income for the provision of services that are of importance to the City and Greater London as well as nationally and internationally, and to maintain the asset base so that income will be available to fund services for the benefit of future generations. The financial statements of City's Estate can be obtained from the address provided above.

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

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

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

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

REFERENCE AND ADMINISTRATION DETAILS

CHARITY NAMES: Hampstead Heath, Hampstead Heath Trust Fund

Registered charity number: 803392, 80339-1

PRINCIPAL OFFICE OF THE CHARITY & THE CITY CORPORATION:

Guildhall, London, EC2P 2EJ

TRUSTEE:

The Mayor and Commonalty & Citizens of the City of London

SENIOR MANAGEMENT:

Chief Executive

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

Treasurer

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

Solicitor

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

Environment Department

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

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

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

AUDITORS:

Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW

BANKERS:

Lloyds Bank Plc., P.O.Box 1000, BX1 1LT

INVESTMENT ADVISORS:

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

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

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Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Dated: 04/02/2025
Subject: Operational Finance Progress Report 2024/25 (Quarter 3 April - December) – Hampstead Heath	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: The Chamberlain	For Information
Report author: Niranjan Shanmuganathan, Chamberlain's Department	

Summary

This report provides an update on the operational finance position as at period 9 (April – December) 2024/25 for the Hampstead Heath charity (charity registration number: 803392) and sets out the charity's revenue operating budget position to date and projected year-end outturn, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds held and other relevant finance information relevant to the charity.

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

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. In order to improve financial reporting related to the Hampstead Heath charity (charity registration number: 803392), a set of financial appendices and commentary has been produced to enable greater clarity of revenue and capital budgets, reserve balances and other financial information needed to allow greater scrutiny of the financial performance of the charity as well as to provide assurance that the Executive Director Environment remains within her overall local risk resources for 2024/25.
2. To ensure your committee is kept informed about the financial performance of the charity, an update on progress made against budgets as well as other financial matters will be reported to you on a periodic (ideally quarterly) basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance.
3. Please also note that in the report below, expenditure and adverse variances are represented by brackets, whereas figures without brackets indicate income or favourable variances.

Revenue Operating Budget – 2024/25

4. The latest budget for Hampstead Heath charity for 2024/25 currently amounts to (£4.051m) net expenditure. As at December 2024, actual net expenditure amounted to (£2.637m), with a current forecast outturn for 2024/25 of (£4.031m) net expenditure. This amounts to a projected net underspend of £20k, equivalent to 0.48% of total budget. This represents an improvement of £1.055m in the projected net spend for 2024/25 compared with the forecasted overspend of (£1.035m) to the end of August 2024 reported previously to your Board.
5. A summary of the latest revenue budget position for 2024/25 is shown in Table 1 below, with further detailed information provided in Appendix 1, including reasons for significant budget variances. Budgetary information has been separated to show more clearly the different elements of the budget, comprising direct operating budgets (local and central risk), recharges & support service budgets and City Surveyor managed repairs and maintenance budgets. Information has also been presented in a way that distinguishes between the charity's expenditure and income budgets.

Table 1 – Revenue Operating Budget Summary – December 2024

	Latest Budget £'000s	Actual Dec 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	(9,924)	(5,764)	(9,349)	575	5.79%
Gross Income	5,873	3,127	5,318	(555)	(9.45%)
Net Expenditure	(4,051)	(2,637)	(4,031)	20	0.48%

Expenditure

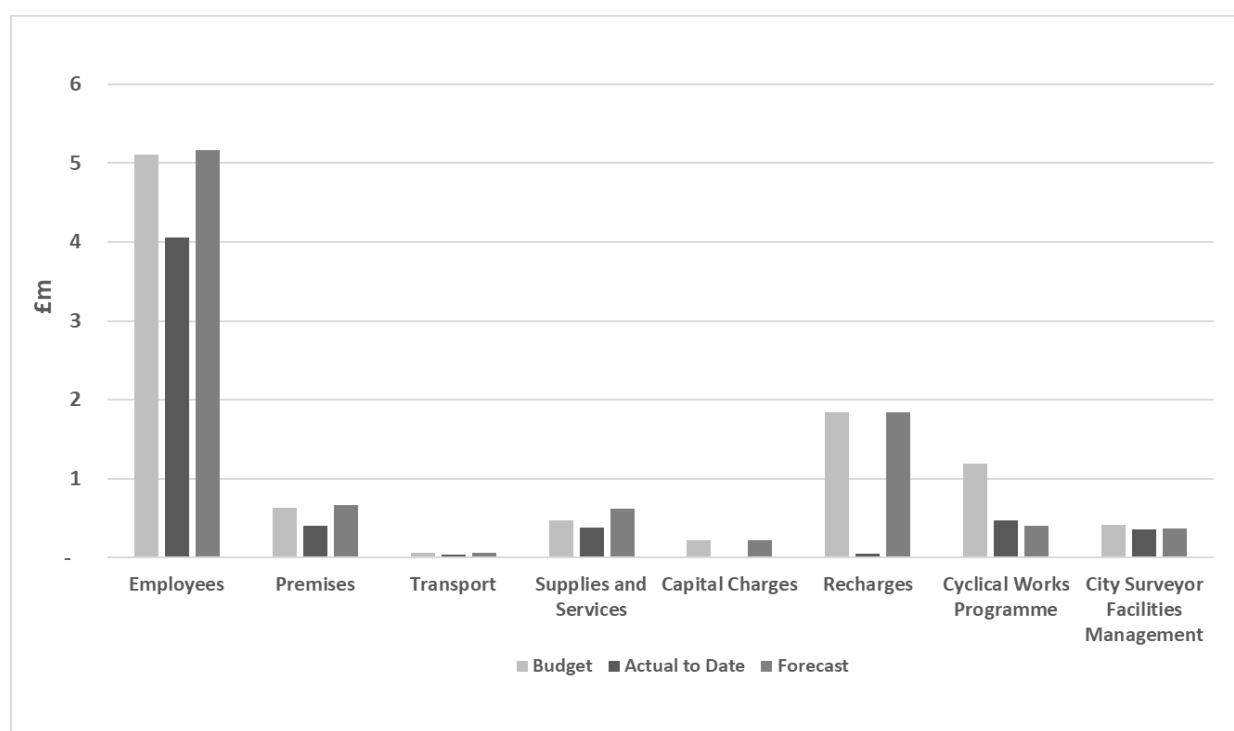
6. A breakdown and analysis of the latest gross expenditure position for 2024/25 is set out in Table 2 below:

Table 2 – Expenditure Summary – December 2024

	Latest Budget £'000s	Actual Dec 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	(6,477)	(4,890)	(6,730)	(253)	(3.91%)
Recharges and Support Services	(1,844)	(47)	(1,842)	2	0.11%
City Surveyor Repairs and Maintenance	(1,603)	(827)	(777)	826	51.50%
Total Gross Expenditure	(9,924)	(5,764)	(9,349)	575	(5.79%)

7. As shown in Table 2, total gross expenditure to the end of December 2024 amounted to (£5.764m), amounting to 58.08% of the total gross expenditure budget for 2024/25 of (£9.924m). Graph 1 below also provides a graphical summary of the categories of expenditure incurred by the charity for April to December 2024.

Graph 1 – Expenditure Categories – April to December 2024



8. The charity is currently forecasting total gross expenditure for 2024/25 of (£9.349m), a projected underspend of (£575k) equivalent to (5.79%) compared with a total gross expenditure budget of (£9.924m). This underspend is primarily explained by the following:

- £780k underspend on CWP Repairs and Maintenance;
- £45k reduced forecast in Surveyors servicing and cleaning needed to maintain the preservation of the Heath;
- (£44k) increase in premise costs as a result of increase in energy costs and additional cleaning materials and refuse collection/waste disposal costs.
- (£63k) employee overspend due to increase in casual staff spend and recruitment costs. This is partly offset due to vacancy of Head of Business Development role currently being recruited;
- (£146k) forecasted increase in professional and consultant fees such as XN Leisure relating to building a new leisure management system for the swimming facilities and additional costs for uniforms/livestock/hospitality.

Income

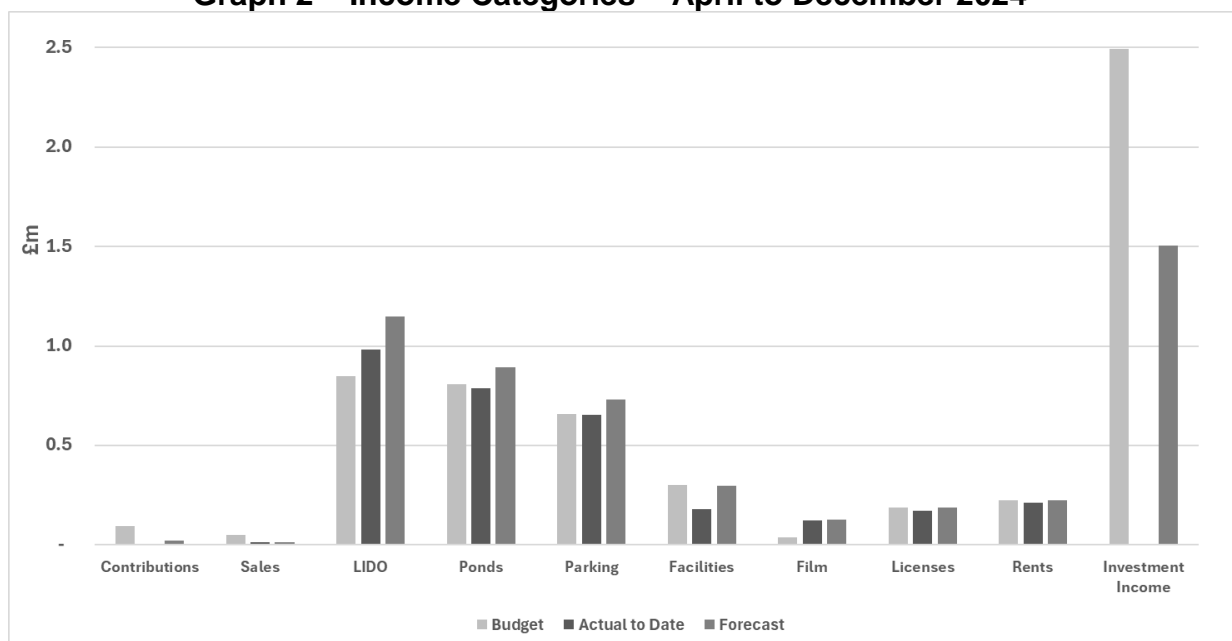
9. A breakdown and analysis of the latest gross income position for 2024/25 is set out in Table 3 below:

Table 3 – Income Summary — December 2024

	Latest Budget	Actual - December 2024	Forecast Outturn	Budget Variance	Variance
	£'000s	£'000s	£'000s	£'000s	%
Direct Operating Budgets	5,713	3,127	5,158	(555)	(9.71%)
Recharges and Support Services	160	0	160	0	0.00%
Total Gross Income	5,873	3,127	5,318	(555)	(9.45%)

10. As shown in Table 3, total income to the end of December 2024 amounted to £3.127m, amounting to 53.24% of the total gross income budget to be achieved for 2024/25 of £5.873m. Graph 2 below also provides a graphical summary of the categories of income generated by the charity for April to December 2024.

Graph 2 – Income Categories – April to December 2024



11. The charity is currently forecasting gross income for 2024/25 of £5.318m, amounting to (£555k) in reduced income (9.45%) compared with a total gross income budget of £5.873m for the current financial year. This is largely explained by the following:

- (£988k) decrease in the central risk investment income budget from £2.493m to £1.505m due to the basis used for calculating the maximum allowable contribution to the running costs of Hampstead Heath from the Hampstead Heath Trust. This revised projection provides a more realistic level of expected income to be achieved in line with actual income returns achieved for 2023/24 of £1.175m. The reserves policy of the Trust is that the original Hampstead Heath Trust Fund endowment of £15 million (now worth £36.8 million) should produce income to cover a proportion of the running costs of Hampstead Heath. To help arrive at a more appropriate income budget target going forward, the process for the setting of the 2025/26 budget estimates also considered whether a shortfall adjustment was needed to the maximum contribution when using the set formula to calculate the budget. For the 2025/26 budget no shortfall adjustment was eventually applied as the formula calculated a sum more realistic in terms of previous years actual performance achieved.
- (£71k) reduction in donations and contributions income as it is expected to be no more than was achieved in 2023/24
- (£35k) reduction in sales (mostly from metal recycling). Future years budget will be corrected to reflect this;
- Partly offset by £385k increase in LIDO and ponds revenue expected due to additional usage in the spring and summer periods;
- £70k increase in parking fees with the new parking enforcement ANPR system expected to yield 10% more income than budgeted, and;
- £87k extra filming income as a result of filming Bridget Jones in the Heath

Capital Projects

12. Table 4 below outlines the current list of live capital projects in progress against their currently approved budget. It should be noted that the “current approved budget” is the amount currently agreed by Members to progress the project to either the next project gateway or until officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
13. Out of a current approved budget of £1.304m, £1,042m has been spent or committed to date, leaving a remaining budget of £262k to progress the various projects to the next project gateway, release of further capital funds or completion.

Table 4 – Live Capital Projects

Capital Projects - Hampstead Heath	Total Estimated Cost of Project £'s	Current Approved Budget £'s	Prior Year Actual Spend £'s	In Year Actual Expenditure £'s	In Year Committed Expenditure £'s	Current Approved Budget Unspent £'s
HH Swimming Facilities - Safety, Access & Security Improvements	1,010,654	1,010,654	715,487	131,008	76,306	87,853
Parliament Hill Lido Photovoltaic Panels (Climate Action Strategy)	293,530	293,530	0	6,640	112,999	173,891
TOTAL HAMPSTEAD HEATH	1,304,184	1,304,184	715,487	137,648	189,305	261,744

Outstanding Invoiced Debts

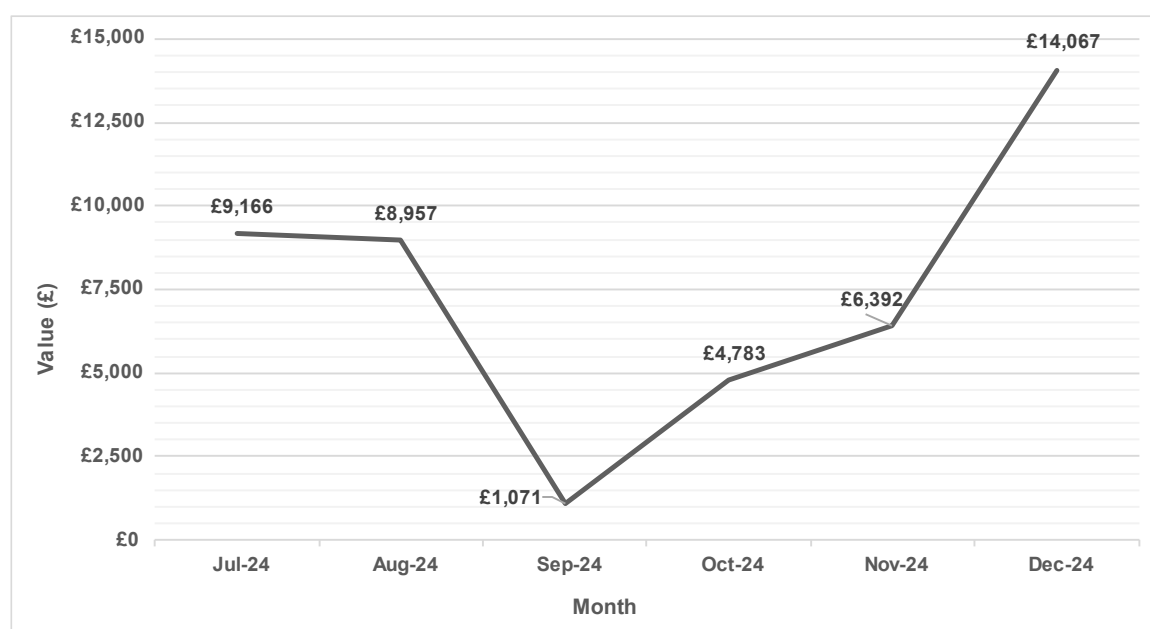
14. At the end of December 2024, total outstanding invoiced debt was £69,467. Table 5 analyses the current level of outstanding debt for the charity according to the age of the debt:

Table 5 – Analysis of Outstanding Invoiced Debts – December 2024

Age of Debt	Outstanding Debts	% of Total Debt Outstanding
0-30 Days	£47,095	67.80%
31-60 Days	£3,022	4.35%
61-90 Days	£3,392	4.88%
91-120 Days	£1,892	2.72%
121-365 Days	£6,028	8.68%
Over 365 Days	£8,039	11.57%
Total Outstanding Debts	£69,467	100.00%

15. As part of a previous best value review into outstanding debts, the maximum age of debt set by the Chamberlain to fully recover outstanding sums was set at 120 days. During this period automatic debt reminder letters, physical debt chasing of customers and liaison with Comptrollers & City Solicitors takes place to ensure debts are resolved within the corporately agreed debt repayment terms. Graph 3 below sets out the trend of the charity's outstanding debts over 120 days over the previous six-month period. As can be seen, debts over 120 days amounted to £14,067 in December 2024, an increase of £7,675 compared with November 2024.
16. The debts over 120 days relates mainly due to £13,723 owed in outstanding rent and wayleave invoices and is mostly specific to one debtor. Letters have been issued for immediate payment.

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



Charity Reserve Funds

17. Table 6 below provides a summary of the different reserves held by Hampstead Heath charity as at the end of December 2024, including movements in reserve funds since the start of 2024/25:
18. Further detail is provided in Appendix 2 which lists the individual restricted, unrestricted and designated funds held by Hampstead Heath charity and Hampstead Heath Trust Fund. It details the opening balance for 2024/25 and any movements in the current financial year to date. Appendix 2 also provides a technical definition for each of the different types of reserve funds held.

Table 6 - Reserve Funds Summary – December 2024

Hampstead Heath	Opening Balance 2024/25	Income	Expenditure	Current Balance
Restricted Funds	£33,820	£1,979	£0	£35,799
Unrestricted Funds	£7,312	£151	£0	£7,463
Designated Funds	£22,485,136	£0	£0	£22,485,136
Total	£22,526,268	£2,130	£0	£22,528,398

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

19. The funds received during 2024/25 are made up as follows:

- £1,979 in Restricted Donations received towards the Golders Hill Park Zoo
- £151 received in Unrestricted Donations to be used against any of the charity's objects.

Contributions from City of London

20. The current funding model is for the charity's total net expenditure to be fully funded from City's Estate. This also includes the cost of any capital expenditure incurred during the year as well any works managed under the CWP. It should be noted that any change to the amount of expenditure incurred or income generated over the course of the year will have an impact on the overall level of contribution from the City required by the charity at year end. The total contribution is therefore calculated based on the charity's **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.

21. The table below sets out the contribution provided from City's Estate to the charity over a five-year period. This includes a forecast of the contribution

currently expected to be required for 2024/25. This is broken down by the level of gross expenditure and income generated as well as any CWP works and capital expenditure funded through City's Estate.

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

Hampstead Heath	2020/21	2021/22	2022/23	2023/24	2024/25 (Est.)
	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Expenditure	(8,732)	(8,772)	(8,963)	(9,459)	(8,727)
Cyclical Works Expenditure	(738)	(540)	(569)	(565)	(406)
Capital Expenditure	(152)	(429)	(62)	(3,233)	(473)
Gross Income	3,009	4,533	4,605	4,666	5,158
Total Contribution from City of London	(6,613)	(5,208)	(4,989)	(8,591)	(4,448)

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

Other Relevant Financial Issues

24. Members should note that alternatives to the charity's current funding model proposed by the Corporation's Natural Environment Charity Review are being implemented. We will move to a grant on Local Risk budgets for West Ham Park and Epping Forest from 1st April 2025 and use 2025/26 to undergo further work to understand what this level of grant looks like across Local Risk, Central Risk and Recharges, as well as capital and CWP. This will also be the case for the remaining six charities from 1st April 2026, with 2026/27 used to finalise the model.
25. Members may wish to note that the current recharges reallocation process from the Learning Team is no longer to be recharged to the charities for either 2024/25 and 2025/26. This will have no impact on the overall financial position of City's Estate as the reduction in the charities net expenditure and required deficit funding will be offset by the costs shown directly within the Learning Team.
26. Members may wish to note that a review of the current recharges reallocation process from corporate departments is currently being finalised following the

Target Operating Model and the Governance Review to ensure that the recharges appear more transparent and fairer across all services. The report was originally presented to Finance Committee in September 2024 providing Members with a range of options on changes proposed to recharges for 2024/25 and future years. Finance Committee requested this report to be revised and to be re-presented at a future Committee meeting. Further details will be provided to Members in due course once available, following agreement by Finance Committee.

Appendices

Appendix 1 – Hampstead Heath Charity – Revenue Operating Budget – 2024/25

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

Contact

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

E: niranjana.shanmuganathan@cityoflondon.gov.uk

Hampstead Heath - Operating Budget 2024/25

APPENDIX 1

FY 2023/24 Actuals £	Hampstead Heath	Latest Budget 2024/25 £	Actual to Date £	Projected Outturn 2024/25 £	Variance from Latest Budget 2024/25		
					£	%	
5,404,039	Direct Employees	5,092,000	4,038,060	5,150,000	58,000	1%	1
29,795	Indirect Employees	15,000	19,908	20,000	5,000	33%	
430	Repairs and Maintenance	75,000	62,500	75,000	0	0%	2
335,684	Energy Costs	250,000	152,897	275,000	25,000	10%	3
37,458	Rates/Council Tax	46,000	33,101	40,000	(6,000)	-13%	4
135,305	Water Services	138,000	100,829	138,000	0	0%	
88,418	Cleaning and Domestic Supplies	52,000	56,300	75,000	23,000	44%	5
54,619	Grounds Maintenance Costs	65,000	1,524	67,000	2,000	3%	
651,915	Premises	626,000	407,151	670,000	44,000	7%	
59,606	Direct Transport Costs	56,000	25,924	56,000	0	0%	
10,474	Other Transport Costs	3,000	14,242	3,000	0	0%	
70,080	Transport	59,000	40,166	59,000	0	0%	
232,126	Equipment, Furniture and Materials	167,000	154,828	240,000	73,000	44%	6
287,023	Fees and Services	216,000	157,379	280,000	64,000	30%	7
91,726	Other	86,000	72,266	95,000	9,000	10%	
610,876	Supplies and Services	469,000	384,474	615,000	146,000	31%	
58,495	Transfer to Reserve	0	0	0	0	0%	
6,825,200	Total Expenditure (Local Risk)	6,261,000	4,889,760	6,514,000	253,000	4%	
(23,384)	Grants, Donations and Contributions	(95,000)	(2,130)	(24,000)	71,000	75%	8
(688)	Sales	(50,000)	(14,289)	(15,000)	35,000	70%	9
(1,088,773)	LIDO	(850,000)	(980,980)	(1,150,000)	(300,000)	-35%	10
(738,421)	Ponds	(810,000)	(786,353)	(895,000)	(85,000)	-10%	10
(702,972)	Parking	(660,000)	(654,893)	(730,000)	(70,000)	-11%	11
(267,080)	Facilities	(303,000)	(179,276)	(299,000)	4,000	1%	
(25,641)	Film	(39,000)	(125,197)	(126,000)	(87,000)	-223%	12
(173,000)	Licenses/certificates	(188,000)	(170,285)	(189,000)	(1,000)	-1%	
(232,553)	Rents, Wayleaves and Tolls	(225,000)	(213,888)	(225,000)	0	0%	
(36,781)	Transfer from Reserves	0	0	0	0	0%	
(3,289,293)	Total Income (Local Risk)	(3,220,000)	(3,127,293)	(3,653,000)	(433,000)	-13%	
3,535,907	Total Net Expenditure - Local Risk	3,041,000	1,762,467	2,861,000	(180,000)	-5.92%	
	Central Risk						
47,937	Employee Expenses	0	0	0	0	0%	
1,596	Premises	0	0	0	0	0%	
7,730	Supplies and Services	0	0	0	0	0%	
214,850	Capital Charges	216,000	0	216,000	0	0%	
3,231,466	Transfer to Reserves	0	0	0	0	0%	
3,503,579	Total Expenditure (Central Risk)	216,000	0	216,000	0	0%	
(3,231,466)	Contributions	0	0	0	0	0%	
(1,175,309)	Investment Income	(2,493,000)	517	(1,505,000)	988,000	40%	13
(4,406,775)	Total Income (Central Risk)	(2,493,000)	517	(1,505,000)	988,000	40%	
(903,196)	Total Net Expenditure - Central Risk	(2,277,000)	517	(1,289,000)	988,000	-43%	
	Recharges						
	Support Services						
359,542	Support Services	463,000	0	463,000	0	0%	
260,000	Surveyors' Employee Recharge	283,000	0	283,000	0	0%	
292,665	IT Recharge	190,000	0	190,000	0	0%	
48,367	Premises Insurance	51,000	36,888	51,000	0	0%	
2,080	Engineering Insurance	2,000	505	2,000	0	0%	
9,546	Transport Insurance	11,000	2,128	11,000	0	0%	
31,969	Liability Insurance	39,000	7,055	39,000	0	0%	
1,004,170	Total Support Services	1,039,000	46,577	1,039,000	0	0%	
909,693	Recharges Within Fund (Natural Environment Directorate and Learning Team)	775,000	0	773,000	(2,000)	0%	
22,433	Recharges Across Fund (Structural Maintenance Open Spaces)	30,000	0	30,000	0	0%	
1,936,295	Total Expenditure (Recharges)	1,844,000	46,577	1,842,000	(2,000)	0%	
(203,642)	Recharges Within Fund (Learning Team and Corporate and Democratic Core)	(160,000)	0	(160,000)	0	0%	
(203,642)	Total Income (Recharges)	(160,000)	0	(160,000)	0	0%	
1,732,653	Total Net Expenditure - Recharges	1,684,000	46,577	1,682,000	(4,000)	0%	
565,337	City Surveyor's - Cyclical Works Programme	1,186,000	473,100	406,000	(780,000)	-66%	14
471,077	City Surveyor's Repairs and Maintenance	402,000	335,656	352,658	(49,342)	-12%	15
11,193	City Surveyor's Cleaning and Pest Control	15,000	18,719	18,720	3,720	25%	
482,270	City Surveyor's - Facilities Management	417,000	354,375	371,378	(45,622)	-11%	
5,412,972	Total Net Expenditure	4,051,000	2,637,037	4,031,378	(19,622)	-0.48%	

Notes:

- 1** Overspend due to increase in casual staff spend. This is partly offset due to vacancy of Head of Business Development role currently being recruited
- 2** Repairs and Maintenance Budget adjusted to meet needs by end of March
- 3** Energy costs are expected to be overspent due to increased energy prices on the assumption that central funding will not be provided for 2024/25.
- 4** Council tax forecasted adjusted as per billing
- 5** Projected overspend due to additional cleaning materials and refuse collection/waste disposal costs. The level of expenditure will be kept under review.
- 6** Other costs such as Communications, Uniforms, Livestock, hospitality expected to be in line with last year
- 7** Forecasted increased due to professional and consultant fees to XN Leisure relating to Build a new leisure mangement system for the swimming facilities and backdated
- 8** Reduced income projected from donations and grants.
- 9** Sales volume not expected to yield more than £1k per year, Future years Original Budget will be corrected to reflect this.
- 10** Increased LIDO and Ponds income to date due to additional usage. This is expected to be ahead of budget by year-end.
- 11** Increase in Parking Fees with the new Parking Enforcement ANPR is expected yield 10% more income than budgeted
- 12** Significant extra filming income expected as a result of filming Bridget Jones in the Heath
- 13** Investment Income Shortfall expected but is likely to change significantly during the year based on projected Dividend Yield and Investment return
- 14** Projected underspend in CWP Repairs and Maintennace
- 15** Projected underspend in relation to the Building, Repairs and Maintenance contract overseen by City Surveyor's.

Charity Funds - December 2024

	Opening Balance 2024/25 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Closing Balance 2024/25 £'s
<u>Hampstead Heath</u>					
Restricted Funds:					
Campaign Donations	18,617	1,979			20,596
Parliament Hill Outdoor Gym	2,233				2,233
Installation of Non-Turf Pitches	12,970				12,970
Unrestricted Funds:					
General funds	7,312	151			7,463
Designated (Unrestricted Fund):					
Tangible Fixed Assets (Equipment)	22,481,805				22,481,805
Capital Fund	3,331				3,331
Total Hampstead Heath	22,526,268	2,130	0	0	22,528,398
<u>Hampstead Heath Trust Fund</u>					
Permanent Endowment	36,025,459				36,025,459
Expendable Endowment	827,434				827,434
Unrestricted Funds:					0
General Funds	902,261				902,261
Total Hampstead Heath Trust Fund	37,755,154	0	0	0	37,755,154

Notes:

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

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

Restricted Fund - funds have been given to the charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds, they should be spent within a reasonable period of time.

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

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

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

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

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

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City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 4 February 2025
Subject: Assistant Director's Report (Highgate Wood)	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?	£0
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 Department
Report author:	Bill LoSasso, Superintendent, North London Open Spaces

Summary

This report provides Members with an update on matters relating to Highgate Wood since the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting on 22 October 2024. Please note that while a meeting of this committee occurred on 3 December 2024, it was a continuation of the 3 September meeting, and so no Assistant Director Report was produced.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Report format

1. At the meeting of 22 October 2024, Members expressed their desire for future reporting to be aligned with the charitable goals of each respective charity / open space under its remit.
2. In response, and aligned with Committee direction, Officers have adapted the Assistant Director's Report to align with the four Themes of the Highgate Wood Management Plan. Additional matters will be covered in an "Additional Relevant Matters" section as needed.

Sustainable woodland management and climate resilience

3. Recent work has revolved around addressing tree damage caused by the succession of extreme weather events that occurred in November and December. Highgate Wood suffered three recorded tree failures during Storm Bert on 23 and 24 November and then another four recorded failures during Storm Darragh on 6 to 8 December. Highgate Wood was closed to the public during both these extreme weather events due to predicted wind gust speeds of 50mph and over. The high winds were also accompanied by heavy rain, increasing the risk of root plate failure due to wet soil conditions which posed a risk to the public. The table below provided wind speed and closure information from the 20 October through to the 1 January 2025.
4. The Wood has been partially or fully closed 10 times (seven of which being all-day closures) since October 2024 due to high winds of over 37mph for safety reasons. During high winds whilst the Wood is closed to visitors, the staff carry out a range of tasks such as site patrols, cleaning tools, machinery and equipment, cleaning staff areas as well as administration and office work. When the winds ease, patrols are carried out to check the park for signs of damage and tree failure.

Closure incidents since committee meeting on 22 October 2024

Date	Event	Wind speed prediction (gust)	Wind speed actual (gust)	Length of time closed
1 January 2025		53 mph	44.9 mph	All day
31 December		45 mph	34.6 mph	Closed afternoon
22 December	Eowyn	46 mph	29.2 mph	All day
18 December		43 mph	49.5 mph	All day

8 December	Darragh	51 mph	49.5 mph	All day
7 December	Darragh	57 mph	49.5 mph	All day
6 December	Darragh	N/A		Closed morning
24 November	Bert	50 mph	44.9 mph	All day
23 November	Bert	50 mph	41.5 mph	All day
20 October		41 mph	31 mph	Closed morning

Culture & heritage

5. The proposals for the Information Centre developed by the appointed architects (for a reconfigured / larger footprint structure) are being costed by City Surveyor term contractor and we hope to have at least an initial, if not detailed, estimate cost for this in the next week or so. Money from Highgate Wood's local risk budget from 2023/24 is being held over to carry our essential roof repairs to the Highgate Wood Information Centre before the end of this financial year. This will supplement the £55,000 that has been allocated from the Heritage Lottery Fund (HLF grant) to carry out the reconfiguration of the building to allow the kiln to be properly displayed. The Friends of Highgate Wood Roman Kiln (FOHRK) are preparing an updated report for the HLF to draw down more funding for the next stage of the project.

Facilities and access

6. The Highgate Wood management team have now appointed contractors to carry out the extensive repairs to the timber-edging structures around the play area safety surface, and the safety surface where subsurface erosion has caused the subsidence of the rubberised material. These works will start in January and need to be completed by the end of the financial year in March 2025.

Community & education

7. Heath Hands volunteers have continued their activities clearing vegetation along the Muswell Hill Road fence line to assist the tree inspection process and control ivy growth.
8. Members of the Highgate Wood team were joined by other team colleagues from the Leisure, Swimming, Parliament Hill and Formal Parks sections to attend the Autism Education Trust's 'Good Autism Practice in Schools' course at the TreeTop School in Woodside Avenue on 13 December. This was an introductory course to understanding the needs of autistic children and young people and identifying ways to better engage and support this community.

Other Relevant Matters

9. Two new Operative Rangers are settling in well and are already tackling various conservation tasks including a new section of laid hedge on the field edge, which will prove to be a useful skill for future enclosure work when the next conservation area is created in 2027/28. The last staffing vacancy will be filled in early 2025.

Corporate & Strategic Implications

Strategic implications

10. The Highgate Wood Management Plan outlines the strategic direction of the charity. The activities noted herein further the achievement of the strategic outcomes noted therein. The activities noted herein also further the relevant strategic outcomes of the City Corporation Plan (2024-2029) and Natural Environment Strategies (2024 - 2029).

Financial implications

11. No implications.

Resource implications

12. No implications.

Legal implications

13. No implications.

Risk implications

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

Equalities implications

15. No implications.

Climate implications

16. Included within the business plan for 2024-25 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020.

Security implications

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

Conclusion

18. This report provides Members with an update on matters relating to Hampstead Heath since the last Hampstead Heath Consultative Meeting on 22 April 2024.

Appendices: None

Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

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City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 4 February 2025
Subject: Assistant Director's Report (Queen's Park)	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?	£0
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 Department
Report author:	Bill LoSasso, Superintendent, North London Open Spaces

Summary

This report provides Members with an update on matters relating to Hampstead Heath since the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting on 22 October 2024. Please note that while a meeting of this committee occurred on 3 December 2024, it was a "part 2" meeting of that on 22 October and no Assistant Director Report was produced.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Report format

1. At the meeting of 22 October 2024, Members expressed their desire for future reporting to be aligned with the charitable goals of each respective charity / open space under its remit.
2. In response, and aligned with Committee direction, Officers have adapted the Assistant Director's Report to align with the four themes of the Queen's Park Management Plan. Additional matters will be covered in an 'Additional Relevant Matters' section as needed.

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

3. Queen's Park remains popular with visitors throughout the winter months. The main tasks are hedge cutting, tidying shrubs and borders in the formal gardens, weeding and leaf clearance from paths and play areas to maintain clear, safe access. Drains, gullies, ditches and grids are being checked and cleared to assist with the drainage on site.
4. The gardening team has been carrying out seasonal pruning and herbaceous border maintenance tasks. Some new planting has been introduced to fill gaps in the beds and borders caused by previous plant failures. Work has already been completed on the rose bed adjacent to the tennis courts and café where three *Rosa remembrance* have been added.
5. The playground toilet block renovations were completed at the end of November and are now open to the public. The additional funding was gained to carry out the internal refurbishment works, which included full internal decorations such as new toilet cubicles, new sinks, new hand dryers, walls and flooring.
6. The Park has been partially or fully closed eight times (six of which being all-day closures) since October 2024 due to high winds of over 40mph for safety reasons. During high winds and whilst the park is closed to visitors, the staff carry out a range of tasks such as site patrols, cleaning tools, machinery and equipment, cleaning staff areas as well as administration and office work. When the winds ease, patrols are carried out to check the park for signs of damage and tree failure.

Closure incidents since committee meeting on 22 October 2024

Date	Wind speed prediction	Wind speed actual	Length of time closed
23 November	50+ mph	41.5mph	All day
24 November	50+ mph	44.9mph	All day
07 December	57 mph	49.5mph	All day
08 December	51 mph	49.5mph	All day
18 December	43 mph	49.5mph	Closed until 10:30hrs
22 December	46+ mph	39.2mph	All day
31 December	45 mph	34.6 mph	Closed at 14:00hrs
1 January 2025	53mph	44.9mph	All day

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

7. Queen's Park was awarded Gold in the Large Park category at the London in Bloom Awards Ceremony on 3 October 2024, which is the ninth year in a row, with acclaim that 'The park remains a well-provisioned and well-used open space, well cared for by its staff and users, which also includes a mixture of modern and heritage... Queen's Park is a safe, welcoming, sustainable and accessible for all to enjoy. A well-deserved Gold Award.'

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

8. A review of the paddling pool is currently being undertaken following an independent assessment and report, which was carried out in April 2024. It assessed and reviewed the pool and water treatment, the pool's design, its operations under governing health guidelines, the pool's supervision, staff training, access, and security. These recommendations have been costed, and other options are also being explored. Meetings have been arranged to explore the options and costs of converting the paddling pool to an open splash pad. Splash pads offer many benefits including accessibility to everyone of all ages and abilities.
9. The tennis courts continue to be well used throughout the winter months. Cleaning and line painting has taken place. Regular meetings continue to be held with the Lawn Tennis Association to discuss tennis provision and ensure tennis

participation is developed, accessible to everyone and maximised at Queen's Park.

10. The sensory garden landscaping renovation work was completed in mid-December. The angle and width of one entrance was enhanced to improve accessibility for wheelchair users and parents with pushchairs. New fencing has been erected, and a recently planted border is on display for the public to enjoy.

Community: We engage visitors and the local community in understanding and caring for the Park.

11. A local residents' association (QPARA) held a Christmas carol singing event in Queen's Park on Saturday 14 December. Kensal Pines kindly donated a Christmas tree, which was installed in the tree pit in front of the café. The event was a huge success with a big turnout from the local community who enjoyed mulled wine from the café and carols from Queen's Park Singers.

Other Relevant Matters

12. One Operative Ranger position was advertised in December. Short-listing has taken place, and interviews will be held in January 2025. Another Operative Ranger position, dedicating duties to the farm as well, will be advertised by the end of January after a member of staff left City Corporation employment at the end of December.

Corporate & Strategic Implications

Strategic implications

13. The Queen's Park Management Plan outlines the strategic direction of the charity. The activities noted herein further the achievement of the strategic outcomes noted therein. The activities noted herein also further the relevant strategic outcomes of the City Corporation Plan (2024-2029) and Natural Environment Strategies (2024 - 2029).

Financial implications

14. No implications.

Resource implications

15. No implications.

Legal implications

16. No implications.

Risk implications

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

Equalities implications

18. No implications.

Climate implications

19. Included within the business plan for 2024-25 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020.

Security implications

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

Conclusion

21. This report provides Members with an update on matters relating to Hampstead Heath since the last Hampstead Heath Consultative Meeting on 22 April 2024.

Appendices: None

Bill LoSasso

Assistant Director (Superintendent)

Noth London Open Spaces

Environment Department (Natural Environment Division)

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Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	04/02/2025
Subject: Budget Estimates 2025/26 – Highgate Wood & Queen's Park Charity	Public
Which Outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	N/A
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of funding?	N/A
Has the funding source been agreed with the Chamberlain's Department?	N/A
Report of: The Chamberlain Executive Director Environment	For Decision
Report Author: Niranjan Shanmuganathan, Chamberlain's Department	

Summary

This report presents for approval the revenue budgets for Highgate Wood & Queen's Park charity for 2025/26, for subsequent submission to Finance Committee.

Overall, the charity's proposed revenue budget for 2025/26 totals (£2.093m) net expenditure, an increase of (£227k) compared to the 2024/25 original budget of (£1.866m).

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

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

Members may wish to note that unlike in previous years, two separate reports will now be submitted to your Committee requesting approval of revenue and capital budgets for 2025/26, one for Highgate Wood & Queen's Park charity and a separate report relating to Hampstead Heath charity.

Recommendation

Members are asked to:

- i) note the latest revenue budget for Highgate Wood & Queen's Park charity for 2024/25;
- ii) review and approve the proposed revenue budget for 2025/26 for Highgate Wood & Queen's Park for submission for approval by the Finance Committee; and

- iii) agree that amendments for 2024/25 and 2025/26 budgets arising from changes to recharges & support services or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and capital charges during budget setting be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Highgate Wood & Queen's Park which is a registered charity funded from City's Estate. The charity is run at no cost to the communities that it serves and is currently funded principally by the City, together with donations, sponsorship, grants and trading income.
2. This report sets out the latest budget for 2024/25 and the proposed revenue and capital budgets for 2025/26 for Highgate Wood & Queen's Park charity and under the control of the Executive Director Environment, analysed between:
 - **Local Risk Budgets** - these are budgets deemed to be largely within the Chief Officer's control;
 - **Central Risk Budgets (including capital charges)** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature (e.g. interest on balances and rent incomes from investment properties); and
 - **Recharges & Support Services** - these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
3. In the various tables, income, increases in income, and reductions in expenditure are shown as positive balances, whereas brackets will be used to denote expenditure, increases in expenditure, or shortfalls in income. Only significant variances (generally those greater than £30k) have been commented on and are referenced in the relevant table in Appendix 1.
4. The latest budget for 2024/25 and provisional original budget for 2025/26 for Highgate Wood & Queen's Park, is summarised in Table 1 below and further analysed by risk and Chief Officer in Appendix 1
5. The overall proposed 2025/26 budget for Highgate Wood & Queen's Park, which includes the Executive Director Environment's relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor's CWP and building repairs & maintenance budget is (£2.093m) net expenditure. This is an increase of (£227k) when compared with the 2024/25 original budget of (£1.866m) net expenditure.

Table 1 - Highgate Wood & Queen's Park	Original Budget 2024/25 £000	Latest Budget 2024/25 £000	Original Budget 2025/26 £000	Movement 2024/25 OR to 2025/26 OR £000
Local Risk	(1,355)	(1,397)	(1,383)	(28)
City Surveyor Repairs & Mte	(107)	(107)	(108)	(1)
Cyclical Works Programme (CWP)	(33)	(315)	(101)	(68)
Central Risk	2	2	(10)	(12)
Recharges & Support Services	(373)	(398)	(491)	(118)
Total Net Expenditure	(1,866)	(2,215)	(2,093)	(227)

Latest Revenue Budget for 2024/25

6. Overall, the 2024/25 latest budget for Highgate Wood & Queen's Park is net expenditure of (£2.215m) as at December 2024, a net increase of (£349k) compared to the 2024/25 original budget of (£1.866m) net expenditure. The reasons for this budget increase are:
- (£282k) re-phasing of CWP projects at Highgate Wood & Queen's Park managed by the City Surveyor. Please note that the CWP does not form part of the City Surveyor's local risk budget and is a programme of works over multiple financial years, with variances carried over to future years. The carry-over of unspent balances is reported to Projects and Procurement Sub-Committee;
 - (£37k) agreed carry forward from 2023/24 for safety play surface installation at the play area;
 - (£5k) increase in local risk funding from central contingency to support energy pressures.

Proposed Revenue budget for 2025/26

7. The proposed 2025/26 budget is net expenditure of (£2.093m), an increase of (£227k) compared to the 2024/25 original budget. Detail of the movement between 2024/25 original budget and 2025/26 original budget is set out in Appendix 2.
8. For 2025/26 budgets include:
- a 2% uplift for inflation as a cash limit to Chief Officers' budgets;
 - a clear distinction between local risk, central risk, and recharge budgets; and
 - responsibility for budgetary control placed on departmental Chief Officers.
 - apply.

9. The resulting resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead and the requirement in law for the City to set a balanced budget.
10. The budget has been prepared within the resource envelope allocated to the Executive Director Environment, with the following assumption:
 - Support Services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2023/24 with the method of apportionment updated to reflect the latest up to date corporate information. However, the full budgets for these departments have not yet been finalised, so further changes to these budgets may be required. Members are asked to agree that the decision as to the changes required to these budgets are delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.
11. Appendix 1 provides details on budget movements between the 2024/25 original budget and the 2025/26 proposed budget. Overall, there is an increase in net expenditure of (£227k). The main reasons for this net expenditure increase are:
 - (£98k) projected increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges during 2023/24. This resulted in the method of apportionment being updated to reflect the latest up to date corporate information;
 - (£69k) increase to the newly agreed programme for CWP works;
 - (£30k) increase in professional fees to carry out Tree Safety Audit and the Café retender, along with supporting new uniforms, and equipment and materials to replace fencing surrounding the farm at Queens Park;

Staffing Statement

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

Table 2 - Staffing statement	Original Budget 2024/25		Latest Budget 2024/25		Original Budget 2025/26	
	Staffing	Estimated	Staffing	Estimated	Staffing	Estimated
	Full-time	Cost	Full-time	Cost	Full-time	Cost
	Equivalent	£000	Equivalent	£000	Equivalent	£000
Highgate Wood & Queen's Park	25.22	(1,304)	25.22	(1,304)	24.98	(1,305)

Cyclical Works Programme

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

Table 3 – CWP & City Surveyor Local Risk Highgate Wood & Queen's Park	Original Budget 2024/25 £'000s	Latest Budget 2024/25 £000's	Original Budget 2025/26 £'000
Cyclical Works Programme (CWP)	(33)	(315)	(101)
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	(107)	(107)	(108)
Total CWP and City Surveyor – Highgate Wood & Queen's Park	(140)	(422)	(209)

Conclusion

14. This report presents the Revenue budget estimates for 2025/26 for Highgate Wood & Queen's Park charity for Members to consider and approve.

Appendices

- Appendix 1 – Charity Summary Budget – by Risk and Chief Officer
- Appendix 2 – Movement Between 2024/25 Original Budget and 2025/26 Original Budget – Highgate Wood & Queen's Park

Niranjan Shanmuganathan

Chamberlain's Department

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Appendix 1

Charity Summary Budget – Highgate Wood & Queens Park

Analysis of Service Expenditure	Local or Central Risk	Actual 2023/24 £'000	Original Budget 2024/25 £'000	Latest Budget 2024/25 £'000	Original Budget 2025/26 £'000	Movement 24/25 OR to 25/26 OR £'000	Notes
EXPENDITURE							
Employees	L	(780)	(1,304)	(1,304)	(1,305)	(1)	
Premises Related Expenses	L	(134)	(117)	(122)	(122)	(5)	
City Surveyor – All Services	L	(329)	(140)	(422)	(209)	(69)	1
Transport Related Expenses	L	1	(19)	(19)	(19)	-	
Supplies & Services	L	(189)	(131)	(168)	(161)	(30)	2
Supplies & Services	C	(7)	-	-	-	-	
Support Services	C	(1)	-	-	-	-	
Transfer to Reserves (Capital)	C	(106)	-	-	-	-	
Capital Charges - Depreciation	C	(16)	(3)	(3)	(15)	(12)	
Total Expenditure		(1,561)	(1,714)	(2,038)	(1,831)	(117)	
INCOME							
Other Grants, Reimburse & Cont.	L	32	3	3	2	(1)	
Other Grants, Reimburse & Cont. (Funding for Capital Purchases)	C	106	-	-	-	-	
Customer, Client Receipts	L	231	213	213	222	9	
Investment Income	C	6	5	5	5	-	
Total Income		375	221	221	229	8	
TOTAL NET INC/(EXP) BEFORE SUPPORT SERVICES		(1,186)	(1,493)	(1,817)	(1,602)	(109)	
SUPPORT SERVICES							
Central Support Services		(200)	(148)	(148)	(246)	(98)	3
Recharges Within Fund		(117)	(225)	(250)	(245)	(20)	
Total Support Services		(317)	(373)	(398)	(491)	(118)	
TOTAL NET INC/(EXP)		(1,503)	(1,866)	(2,215)	(2,093)	(227)	

Notes:

- (£69k) increase in budgets managed by the City Surveyor. This is explained by (£68k) additional expenditure for projects forming part of the Cyclical Works Programme (CWP) as a result of a re-phasing of works. This is in addition to a (£1k) increase in the cost of the corporate contract for building repairs and maintenance and cleaning.
- (£30k) increase in professional fees for the Tree Safety Audit and the Café retender, along with new uniforms, and equipment & materials to replace fencing surrounding the farm at Queens Park.
- (£98k) projected increase in recharges from corporate departments to reflect the attribution and cost of central departments following a review of recharges during 2023/24. This resulted in the method of apportionment being updated to reflect the latest up to date corporate information.

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Appendix 2

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

Highgate Wood & Queens Park	£000
Original Budget 2024/25	(1,866)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2024/25	(1,495)
Executive Director Environment	
2% uplift for inflation	(28)
City Surveyor	
Re-phasing of projects falling under Cyclical Works Programme	(68)
Planned & Reactive Works including Cleaning	(1)
Original Net Local Risk Budget (Executive Director Environment & City Surveyor) 2025/26	(1,592)
Central Risk	
Original Net Central Risk Budget (Executive Director Environment) 2024/25	2
Depreciation for newly acquired capital assets	(12)
Original Net Central Risk Budget (Executive Director Environment) 2025/26	(10)
Recharges	
Original Recharges Budget 2024/25	(373)
Increased recharges for support services from corporate departments	(98)
Additional recharges from Natural Environment	(20)
Original Recharges Budget 2025/26	(491)
Original Budget 2025/26	(2,093)

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City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park Committee	Dated: 4 February 2025
Subject: Highgate Wood Fees and Charges FY'2025-26 (1 April 2025 – 31 March 2026)	Public report For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	<ul style="list-style-type: none"> -Diverse engaged communities -Leading sustainable environment -Vibrant thriving destination -Providing excellent services -Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Superintendent, North London Open Spaces

Summary

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

Recommendation(s)

Members are asked to:

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

Main Report

Background

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

Procedure for Reviewing Fees and Charges

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

Inflation

8. The rate of inflation in the preceding year regularly informs decisions on fees and charges. To ensure consistency, and in alignment with past practice, Officers will use the 12-month Retail Price Index (RPI) as reported by the Office of National Statistics to measure the rate of inflation.¹ To further ensure consistency of analysis, Officers propose to use the September 12-month rate each year in their review of fees and charges.
9. Although any changes to fees and charges would not occur until 1 April, it is necessary to use the September rate because this allows Officers sufficient time to: 1) complete fees and charges analyses, 2) develop recommendations on any proposed changes for the forthcoming financial year, and 3) consult with the bodies noted in paragraph 6, which often meet several months in advance of this committee, and 4) ensure these processes are completed before this committee meets, which is also often months prior to the beginning of the financial year on 1 April. Officers also believe that it will allow sufficient time for the Officer of National Statistics to public the September inflation rate following the conclusion of the month, which is often delayed by approximately one month.

Review of Fees and Charges

10. In reviewing the fees and charges and in developing a recommendation for the Hampstead Heath, Highgate Wood, and Queen's Park Committee, factors that Officers will consider include:
 - a. Inflation: The 12-month RPI rate of inflation as measured in September of the current year.
 - b. Financial position: The past, present, and future-projected financial position of the charity.
 - c. Benchmarks: Where available, benchmarked local rates for similar fees, charges, and services.
 - d. Service and charity needs: The specific needs of the charity and Highgate Wood, including the need for investments, repairs, new and existing services and programmes, and staffing needs.
 - e. Representations of the bodies that are consulted as noted in paragraph 6.
 - f. Other relevant factors as reported to this Committee.

Rounding

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

11. For administrative ease, the following rounding conventions will be observed when proposing fees and charges for adoption by the Hampstead Heath, Highgate Wood, and Queen's Park Committee:
- a. Under £50: rounded to the nearest £0.10.
 - b. Between £50 and £100: rounded to the nearest £0.50.
 - c. Over £100: rounded to the nearest £1.00.

Benchmarking

12. In recent years, Officers have performed benchmarking to similar local providers where it has been possible. This helps ensure that fees and charges remain relevant and appropriate to local communities. This practice will continue.

Annual recommendations for committee

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

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

15. Officers have given considerable thought to the fees and charges in Highgate Wood. While raising additional revenue remains an important and necessary objective of the Charity, Officers also seek to ensure that the Charity continues to promote access to and the benefits of open spaces, the natural environment, and recreation.
16. Accordingly, Officers propose to increase the majority of fees and charges only in line with the September 2024 RPI 12-month inflation rate of 2.7%, except for limited exceptions as noted in Appendix 1. This helps ensure that the Charity is taking appropriate measures given the impact of inflation on the Charity's expenses.

17. For reference, in 2023-24 an increase of 5% was adopted by the Hampstead Heath, Highgate Wood, and Queen's Park Committee (the rate of inflation was 9.2%). In 2024-25, an increase of 5% was again adopted by the Committee (the rate of inflation was broadly the same).
18. Officers have again undertaken benchmarking to ensure charges remain in line with local providers (Appendix 2).
19. The proposed fees and charges continue to include concessionary rates, which offer a 40% discount on the standard adult charge, as indicated in Appendix 1. Officers believe that this concessionary rate is competitive and helps to further the charity's objective to promote participation in formal and informal recreation and support health and wellbeing for Highgate Wood visitors.

Memorial benches

20. Memorial plaques for benches have been available for purchase/sponsorship in Highgate Wood for many years. In summary, the scheme allows individuals to fund the cost of a plaque for installation onto a bench, which covers the cost of purchase, installation, memorial inscription for the plaque.
21. This programme has had a long waiting list for many years and as a result has effectively been paused as a result. The programme has also not been reviewed in some time due to the impact of staff turnover, staffing shortages, and the pandemic. In 2025, officers will review the existing memorial bench programme at Highgate Wood - reviewing current bench sponsors, available records and waiting lists, and benchmarking costs at other open spaces. Offices will also review locations for placement of benches in Highgate Wood and update existing data related to the assets within the existing memorial bench programme. Officers will submit a report on this exercise once completed.
22. In the intervening time before the review is completed and a report is prepared, Officers propose to increase the cost of existing memorial plaques by the rate of inflation should a space on the waiting list become available.

Consultation

23. The Highgate Wood Consultative Group was consulted on Officers' proposals for Highgate Wood via email in January 2025. Officers received one response during the consultation period, noted below.

24. The representative from the Highgate Society noted general support for Officers' proposal, and sought clarifications on the following, which Officers provided:
- a. Whether forest school charges are high enough given their impact to Highgate Wood. Officers noted that the fee is benchmarked, the total number of licensed forest school has remained constant in recent years, that participation in one forest school has decreased, and that the permitted location of forest schools is rotated to mitigate impact.
 - b. Whether uncharged walks in Highgate Wood by volunteers should be charged similar to Officer-led group walks. Officers noted that while Officer-led walks are only charged to nominally recover costs, we do not charge for uncharged, externally provided group walks, but do welcome voluntary donations to Highgate Wood and Queen's Park Kilburn Charity if participants are so inclined.
 - c. The fee for commercial filming was noted to be perceived to be too low relative to community filming. Officers clarified that the stated fee was only the application fee, which covers Officer costs in reviewing applications, and not the actual filming fees. Officers clarified further that commercial film shoots are charged at a competitive rate, benchmarked and discussed with the Film Liaison Office where appropriate, and are only permitted when appropriate for Highgate Wood.
 - d. Whether fees charged for activities in Highgate Wood are earmarked for Highgate Wood, which Officers confirmed to be accurate.

Corporate & Strategic Implications

Strategic implications

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

Financial implications

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

Resource implications

27. Officers are currently operating in an environment of significant resource constraint. Fees and charges are a critical means for Highgate Wood and Queen's Park Kilburn Charity to retain and generate resources needed to deliver services and manage Highgate Wood.

Legal implications

28. Highgate Wood and Queen's Park Kilburn Charity is a registered charity and the City of London Corporation is the corporate trustee. Members are reminded that any decision they take in respect of the Charity must be in the best interests of that Charity. The City of London Corporation has statutory powers to charge for a wide range of facilities and services.

Risk implications

29. Risks are recorded in the Highgate Wood Risk Register.

Equalities implications

30. A Test of Relevance has been completed in relation to the proposed fees and charges in the past. A full Equality Analysis is not recommended.

Climate implications

31. No implications.

Security implications

32. No implications.

Conclusion

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

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

Appendices

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

Background Papers

None

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Appendix 1
Proposed fees and charges for Highgate Wood
FY'2025-2026 (1 April 2025 - 31 March 2026)

	FY'2024-25	FY'2025-26		
FOOTBALL	Current rate	2.7%	ROUNDED	
Reserved Match Pitch	£ 105.50	£ 108.35	£	108.00
Reserved Match Pitch (Junior)	£ 63.30	£ 65.01	£	65.00
School Session Hire	£ 63.30	£ 65.01	£	65.00
Private Changing Room Hire	£ 53.90	N/A	£	N/A
Private Changing Room Hire (incl cleaning)	N/A	£ 61.31	£	61.50
Private Changing Room Key Deposit	£ 27.60	£ 28.35	£	28.40
Cleaning Charge	£ 5.80	now included in Hire Fee	£	now included in Hire Fee
Goal Net Hire	£ 17.60	£ 18.08	£	18.10
Goal Net Damage Charge	Cost +20% admin fee	Cost +20% admin fee	£	Cost +20% admin fee

*Cleaning charge is now included in the Private Changing Room Hire fee

	FY'2024-25	FY'2025-26		
CRICKET	Current rate	2.7%	ROUNDED	
Reserved Match Pitch (Weekends)	£ 112.50	£ 115.54	£	116.00
Cricket Net Hourly Hire	£ 9.40	£ 9.65	£	9.70
Private Changing Room Hire	£ 53.90	N/A	£	N/A
Private Changing Room Hire (incl cleaning)	N/A	£ 61.50	£	61.50
Private Changing Room Key Deposit	£ 27.60	£ 28.35	£	28.40
Cleaning Charge	£ 5.80	now included in Hire Fee	£	now included in Hire Fee

*Cleaning charge is now included in the Private Changing Room Hire fee

** Private changing room hire cost for Cricket now aligned with Football

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

*Commercial guided walks fee introduced given increase in occurrence

	FY'2024-25	FY'2025-26		
BAT WALKS	Current rate	2.7%	ROUNDED	
Staff-led group walk (per person)	£ 10.50	£ 10.78	£	10.80

	FY'2024-25	FY'2025-26		
WEDDINGS & CIVIL CEREMONIES	Current rate	2.7%	ROUNDED	
Monday - Thursday	Price on Application	Price on Application	£	Price on Application
Friday	Price on Application	Price on Application	£	Price on Application

	FY'2024-25	FY'2025-26		
COMPOUNDS	Current rate		ROUNDED	
Daily charge for storage or placement of skips, scaffolding, etc. within a fenced area.	Price on Application	Price on Application	£	Price on Application

	FY'2024-25	FY'2025-26		
MEMORIAL BENCHES	Current rate		ROUNDED	
Engraved plaque	£ 420	Price on application	£	Price on application

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

** Bench plaque cost is reverted to "price on application", as cost of £420 from FY'2024-25 was an error.

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

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

	FY'2024-25	FY'2025-26	
EVENTS, FILMING, and PHOTOGRAPHY	Current rate	2.7%	ROUNDED
Application Fee - Community	£ 27.60	£ 28.35	£ 28.40
Application Fee - Commercial	£ 55.10	£ 56.59	£ 56.60
Electricity - Daily connection charge	£ 60.30	N/A	N/A
Electricity - Unit Charge	Unit Charge	Cost + 20% admin fee	Cost + 20% admin fee
Water - Daily connection charge	£ 60.30	N/A	N/A
Water - Unit Charge	Unit Charge	Cost + 20% admin fee	Cost + 20% admin fee
Waste & Recycling (Collection cost)	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee
Waste & Recycling (Disposal cost)	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee
Event Ground Hire Charge	Price on Application	Price on Application	Price on Application
Filming Ground Hire Charge	Price on Application	Price on Application	Price on Application
Photography Ground Hire Charge	Price on Application	Price on Application	Price on Application
Event/Filming/Photography Site Restoration Charge	Price on Application	Price on Application	Price on Application
Event/Filming/Photography Environmental Impact Charge	Price on Application	Price on Application	Price on Application
Traditional Fairs	5% increase	Price on Application	Price on Application
Filming / event base unit parking	Price on Application	Price on Application	Price on Application
Use of charity's non-sports equipment (euro bins, fencing, tables and chairs, etc.)	£ -	Price on Application	Price on Application
Damage deposit (when determined necessary)	£ -	Price on Application	Price on Application

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

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

Appendix 2: Benchmarking

FOOTBALL and CRICKET	ORG NAME (owner -or- operator)	BOROUGH	POST CODE	ADULT (pitch rental)		JUNIOR / CONCESSION (pitch rental)		NOTES	DATE CHECKED	LINK
				PEAK	OFF PEAK	PEAK	OFF PEAK			
Football										
New River Sport & Fitness	Haringey Council	Haringey	N22 5QW	£67		£67		Hourly Rate/They have changing room facilities	Dec-24	Prices at New River Haringey Council
Muswell Hill Playing Fields	Haringey Council	Haringey	N10 1QZ	£ 137.76	79.70*	£ 60.90		*Pitch 1 - Lower Pitch	Dec-24	Football Haringey Council
O.R Tambo Recreation Ground	Haringey Council	Haringey	N22 7XL	£ 137.76				Nets and Flags not provided.	Dec-24	Football Haringey Council
Bull Lane Playing Fields	Haringey Council	Haringey	N18 1SX	£ 117.06		£ 50.00		Adult Changing Rooms x 1: £70.30, Junior Changing Room x 2: £35:15 and £17.60	Dec-24	https://haringey.gov.uk/leisure-parks-culture/sport-physical-activity/a-to-z-sport-physical-activity/football
Markfield Park	Haringey Council	Haringey	N15 6UL			£ 28.80	137.76*	*Non Affiliated Clubs - Junior Pitches Only	Dec-24	Football Haringey Council
Brunswick Park/Waterfall Park	Barnet Council	Barnet	N11	£128.70	N/A	£63.91	N/A		Dec-24	Sport pitches Barnet Council
New Southgate Recreation Ground	Barnet Council	Barnet	N11 1LB	£128.70	N/A	£63.91	N/A	Free Parking, Showers, Changing Rooms	Dec-24	Sport pitches Barnet Council
Whittington Park Football Ptch	Grenwich Leisure Ltd (Better)	Camden	N19 4RS	£113.10	N/A	N/A	N/A	Only 60min bookings are available, 3G Astrotrurf, Pay and Display Parking System available.	Dec-24	Whittington Park Football Pitch Islington Parks Better
Coles Park Stadium	Haringey Borough FC	Haringey	N17	£600	N/A	£600	N/A	Car park available (Pay and display - £1). Can only be booked for 2 hours.	Dec-24	Hire Pitch – Haringey Borough FC
The Paulin Ground	Winchmore Hill Sports Club	Enfield	N21 2PJ	£165		£165		Has a clubhouse with changing room/showers.	Dec-24	Facility Hire Winchmore Hill Sports Club
Hazelwood Recreation Ground	Enfield Council	Enfield	N13 5SU	£147		£72		Their Grade 1 pitch comes with a changing room.	Dec-24	Booking prices for sports facilities Enfield Council
Regents Park	The Royal Parks	Westminster / Camden	NW1 4NR	£110				2 x Changing Room = £40, Football Goals, Nets, Poles etc = £15	Dec-24	Winter sports pitch enquiry form The Royal Parks
Hackney Marshes	Better Leisure	Hackney		£ 110.60	£ 86.70	£ 53.30	£ 44.30		Dec-24	Our Prices Hackney Marshes Centre Hackney Better
									Dec-24	
Cricket Pitches (Turf)										
Wray Crescent Cricket Pitch	Better Leisure	Islington	N4 3LP	£ 115.35		£ 48.50		Cricket Ptch Hire - 1pm - Dusk	Dec-24	
Eton Grove	Brent Council	Brent	NW9 9LD	£ 130.00		£ 68.00		Prices for all cricket Pitches in Brent are the Same	Dec-24	Cricket pitches Brent Council
Church Street Recreation Ground	Enfield Council	Enfield	N9 9HH	£ 146.00	£122*			*Grade 2 pitch	Dec-24	Booking prices for sports facilities Enfield Council
South Park	Hammersmith & Fulham Council	Hammersmith & Fulham	SW6 3EB	£ 163.50					Dec-24	Cricket London Borough of Hammersmith & Fulham
The Regents Park & Primrose Hill	The Royal Parks	Camden	NW1 4RU	£ 150.00	£ 138.00			Peak is for Weekend Matches, and Off Peak is for matches during the week. Changing rooms are available on request.	Dec-24	
London Benchmarking	Westminster	Westminster	N/A	£ 190.05	£126.70*			*The price for Twenty20 Matches. Changing Rooms are not available.	Dec-24	
Crouch End Playing Fields	North London Cricket Club	Haringey	N8 8RL	£			280.00	£280 for hires from the community £500 for commerical hires Changing Rooms and Pavilion available Teas are available but they cost £10 per head	Dec-24	Hiring NLCC Facilities for parties

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City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park	Dated: 4 February 2025
Subject: Queen's Park Fees and Charges FY'2025-26 (1 April 2025 – 31 March 2026)	Public report For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	<ul style="list-style-type: none"> -Diverse engaged communities -Leading sustainable environment -Vibrant thriving destination -Providing excellent services -Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Superintendent, North London Open Spaces

Summary

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

Recommendation(s)

Members are asked to:

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

Main Report

Background

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

Procedure for Reviewing Fees and Charges

3. In addition to proposing fees and charges for financial year 2025-26, the Superintendent also proposes to document a procedure to guide NLOS's annual review of fees and charges that ensures consistency and transparency, as outlined below.
4. Officers will review the fees and charges at Queen's Park on an annual basis, with any changes to be implemented at the beginning of each financial year (1 April). Any further proposed amendments to fees and charges would be brought to committee during the year if and as needed.
5. Unless circumstances warrant otherwise, Officers will submit proposed fees and charges for the forthcoming financial year to the Hampstead Heath, Highgate Wood, and Queen's Park Committee for approval at that Committee's final scheduled meeting of the financial year (4 February 2025 for financial year 2024-25).
6. Officers will consult on the proposed fees and charges with the bodies below prior to submission to the Committee:
 - a. Queen's Park Consultative Group.
7. Any approved changes to fees and charges will be implemented to take effect at the start of the forthcoming financial year on 1 April. Relevant updates to

booking systems, websites, signage, and other places where fees and charges are communicated will also occur by 1 April.

Inflation

8. The rate of inflation in the preceding year regularly informs decisions on fees and charges. To ensure consistency, and in alignment with past practice, Officers will use the 12-month Retail Price Index (RPI) as reported by the Office of National Statistics to measure the rate of inflation.¹ To further ensure consistency of analysis, Officers propose to use the September 12-month rate each year in their review of fees and charges.
9. Although any changes to fees and charges would not occur until 1 April, it is necessary to use the September rate because this allows Officers sufficient time to: 1) complete fees and charges analyses, 2) develop recommendations on any proposed changes for the forthcoming financial year, and 3) consult with the bodies noted in paragraph 6, which often meet several months in advance of this Committee, and 4) ensure these processes are completed before this committee meets, which is also often months prior to the beginning of the financial year on 1 April. Officers also believe that it will allow sufficient time for the Officer of National Statistics to public the September inflation rate following the conclusion of the month, which is often delayed by approximately one month.

Review of Fees and Charges

10. In reviewing the fees and charges and in developing a recommendation for the Hampstead Heath, Highgate Wood, and Queen's Park Committee, factors that Officers will consider include:
 - a. Inflation: The 12-month RPI rate of inflation as measured in September of the current year.
 - b. Financial position: The past, present, and future-projected financial position of the charity.
 - c. Benchmarks: Where available, benchmarked local rates for similar fees, charges, and services.
 - d. Service and charity needs: The specific needs of the charity and Queen's Park, including the need for investments, repairs, new and existing services and programmes, and staffing needs.
 - e. Representations of the bodies that are consulted as noted in paragraph 6.
 - f. Other relevant factors as reported to this Committee.

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

Rounding

11. For administrative ease, the following rounding conventions will be observed when proposing fees and charges for adoption by the Hampstead Heath, Highgate Wood, and Queen's Park Committee:
- a. Under £50: rounded to the nearest £0.10.
 - b. Between £50 and £100: rounded to the nearest £0.50.
 - c. Over £100: rounded to the nearest £1.00.

Benchmarking

12. In recent years, Officers have performed benchmarking to similar local providers where it has been possible. This helps ensure that fees and charges remain relevant and appropriate to local communities. This practice will continue.

Annual recommendations for committee

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

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

15. Officers have given considerable thought to the fees and charges in Queen's Park. While raising additional revenue remains an important and necessary objective of the Charity, Officers also seek to ensure that the Charity continues to promote access to and the benefits of open spaces, the natural environment, and recreation.
16. Accordingly, Officers propose to increase the majority of fees and charges only in line with the September 2024 RPI 12-month inflation rate of 2.7%, except for limited exceptions as noted in Appendix 1. This helps ensure that the Charity is taking appropriate measures given the impact of inflation on the

Charity's expenses.

17. For reference, in 2023-24 an increase of 5% was adopted by the Hampstead Heath, Highgate Wood, and Queen's Park Committee (the rate of inflation was 9.2%). In 2024-25, an increase of 5% was again adopted by the Committee (the rate of inflation was broadly the same).
18. Officers have again undertaken benchmarking to ensure charges remain in line with local providers (Appendix 2).
19. The proposed fees and charges continue to include concessionary rates, which offer a 40% discount on the standard adult charge, as indicated in Appendix 1. Officers believe that this concessionary rate is competitive and helps to further the Charity's objective to promote participation in formal and informal recreation and support health and wellbeing for Queen's Park visitors.

Memorial benches

20. Memorial benches have been available for purchase/sponsorship in Queen's Park for many years. In summary, the scheme allows individuals to fund the cost of a new bench, which covers the cost of purchase, installation, memorial inscription, and ten years of maintenance by Officers.
21. This programme has had a long waiting list for many years and as a result has effectively been paused as a result. The programme has also not been reviewed in some time due to the impact of staff turnover, staffing shortages, and the pandemic. In 2025, officers will review the existing memorial bench programme at Queen's Park - reviewing current bench sponsors, available records and waiting lists, and benchmarking costs at other open spaces. Offices will also review locations for placement of benches in Queen's Park and update existing data related to the assets within the existing memorial bench programme. Officers will submit a report on this exercise once completed.
22. In the intervening time before the review is completed and a report is prepared, Officers propose to increase the cost of existing memorial benches by the rate of inflation should a space on the waiting list become available.

Consultation

23. The Queen's Park Consultative Group was consulted on Officers' proposals for Queen's Park via email in January 2025. No comments or questions were

received within the 7-day comment period and at the time of the drafting of this report.

Corporate & Strategic Implications

Strategic implications

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

Financial implications

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

Resource implications

26. Officers are currently operating in an environment of significant resource constraint. Fees and charges are a critical means for Highgate Wood and Queen's Park Kilburn Charity to retain and generate resources needed to deliver services and manage Queen's Park.

Legal implications

27. Highgate Wood and Queen's Park Kilburn Charity is a registered charity and the City of London Corporation is the corporate trustee. Members are reminded that any decision they take in respect of the Charity must be in the best interests of that Charity. The City of London Corporation has statutory powers to charge for a wide range of facilities and services.

Risk implications

28. Risks are recorded in the Queen's Park Risk Register.

Equalities implications

29. A Test of Relevance has been completed in relation to the proposed fees and charges in the past. A full Equality Analysis is not recommended.

Climate implications

30. No implications.

Security implications

31.No implications.

Conclusion

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

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

Appendices

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

Background Papers

None

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Appendix 1

Proposed fees and charges for Queen's Park FY'2025-2026 (1 April 2025 - 31 March 2026)

	FY'2024-25	FY'2025-26		
TENNIS	Current rate	2.7%	ROUNDED	
Annual Membership	£ 34.80	£ 35.74	£	35.70
Hourly Court Hire - Adult	£ 10.80	£ 11.09	£	11.10
Hourly Court Hire - Concession	£ 6.50	£ 6.68	£	6.70
Junior Group Coaching – Beginners/Improvers (5x 1-hour weekly lessons)	£ 63.70	£ 65.42	£	65.50
Group Coaching – Beginners/Improvers (5x 1-hour weekly lessons)	£ 69.70	£ 71.58	£	71.50
Group Coaching – Beginners/Improvers (5x 1.5-hour weekly lessons)	£ 104.60	£ 107.42	£	108.00
Group Coaching – Beginners/Improvers (5x 2-hour weekly lessons)	£ 139.40	£ 143.16	£	143.00

* Group Coaching – Beginners/Improvers (5x 1.5-hour weekly lessons) rounded to £108 to align with Hampstead Heath, as all other charges are already aligned

	FY'2024-25	FY'2025-26		
PITCH & PUTT	ROUNDED	2.7%	ROUNDED	
One Round (Adult)	£ 7.00	£ 7.19	£	7.20
One Round (Concession)	£ 4.20	£ 4.31	£	4.30

	FY'2024-25	FY'2025-26		
TAG RUGBY	ROUNDED	2.7%	ROUNDED	
Match / practice session and field markout (per pitch)	£ 88.60	£ 90.99	£	91.00

	FY'2024-25	FY'2025-26		
FOOTBALL	ROUNDED	2.7%	ROUNDED	
Reserved Match Pitch	£ 105.50	£ 108.35	£	108.00
Reserved Match Pitch (Junior)	£ 63.30	£ 65.01	£	65.00
Training grid (per hour)	£ 63.30	£ 65.01	£	65.00
School Session Hire (per hour)	£ 63.30	£ 65.01	£	65.00

*Football charges being re-introduced and again aligned with other NLOS sites following an errant omission in recent years following staff turnover

	FY'2024-25	FY'2025-26		
SCHOOL SPORTS DAY	ROUNDED	2.7%	ROUNDED	
School sports day	£ 63.30	£ 65.01	£	65.00

	Current rate		ROUNDED	
LICENSED ACTIVITIES				
Forest Schools	5% of advertised fees	5% of advertised fees	5% of advertised fees	
Commercial guided walks and tours	N/A	10% of advertised fees	10% of advertised fees	

*Commercial guided walks fee introduced given increase in occurrence

	FY'2024-25	FY'2025-26		
WEDDINGS & CIVIL CEREMONIES	Current rate	2.7%	ROUNDED	
Monday - Thursday	£ 1,515.00	£ 1,555.91	£	1,556.00
Friday	£ 1,948.00	£ 2,000.60	£	2,001.00

	FY'2024-25	FY'2025-26		
ROOM HIRE (HOURLY)	Current rate	2.7%	ROUNDED	
Queen's Park Meeting Room	£ 23.40	N/A	N/A	
Cleaning Charge	£ 5.80	now included in hire fee	now included in hire fee	
Queen's Park meeting room (incl cleaning charge)	N/A	£ 29.99	£	30.00

*Hire charge updated to include cleaning charge

	FY'2024-25	FY'2025-26		
BANDSTAND HIRE	Current rate	2.7%	ROUNDED	
3-hour hire (incl tables and chairs)	£ 84.40	£ 86.68	£	86.50

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

	FY'2024-25	FY'2025-26		
MEMORIAL BENCHES	Current rate	2.7%	ROUNDED	
Engraved bench	£ 3,005.00	£ 3,086.14	£	3,086.00

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

** Bench plaque cost is reverted to "price on application", as cost of £420 from FY'2024-25 was an error.

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

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

	FY'2024-25	FY'2025-26	
EVENTS, FILMING, and PHOTOGRAPHY	Current rate	2.7%	ROUNDED
Application Fee - Community	£ 27.60	£ 28.35	£ 28.40
Application Fee - Commercial	£ 55.10	£ 56.59	£ 56.60
Electricity - Daily connection charge	£ 60.30	N/A	N/A
Electricity - Unit Charge	Unit Charge	Cost + 20% admin fee	Cost + 20% admin fee
Water - Daily connection charge	£ 60.30	N/A	N/A
Water - Unit Charge	Unit Charge	Cost + 20% admin fee	Cost + 20% admin fee
Waste & Recycling (Collection cost)	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee
Waste & Recycling (Disposal cost)	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee
Event Ground Hire Charge	Price on Application	Price on Application	Price on Application
Filming Ground Hire Charge	Price on Application	Price on Application	Price on Application
Photography Ground Hire Charge	Price on Application	Price on Application	Price on Application
Event/Filming/Photography Site Restoration Charge	Price on Application	Price on Application	Price on Application
Event/Filming/Photography Environmental Impact Charge	Price on Application	Price on Application	Price on Application
Traditional Fairs	5% increase	Price on Application	Price on Application
Filming / event base unit parking	Price on Application	Price on Application	Price on Application
Use of charity's non-sports equipment (euro bins, fencing, tables and chairs, etc.)	£ -	Price on Application	Price on Application
Damage deposit (when determined necessary)	£ -	Price on Application	Price on Application

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

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

Appendix 2: Benchmarking

TENNIS	ORG NAME (owner -or-operator)	BOROUGH	POST CODE	SEASON TICKETS (MEMBER) SINGLE PLAY PRICE						SEASON TICKETS (NON-MEMBER) SINGLE PLAY PRICE				SEASON TICKET / PASS cost of pass				NOTES	DATE	LINK	
				Adult	Senior	Junior			Concession	Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession				
Tennis																					
Regents Park	Royal Parks / Park Sports	Westminster	NW1 4NU	N/A						£15.65	Free	Free	Free	N/A	N/A	N/A	N/A	No memberships Offered, the courts are only available through Pay and Play and Courses which can be bought via their website. 12 (8 Floodlit) Courts	Dec-24	https://parksports.co.uk/activities/pay-and-play-tennis/regents-park	
Holland Park	Kensington and Westminster - Idverde	Kensington and Westminster	W8 6LU	N/A						£ 10.00		£ 5.00		£			20.00	Kensington and Chelsea Offer Peak (see left) and Off Peak Prices: Adult Off Peak: £7 Off Peak Timing: 12pm to 3pm Monday to Friday Junior Off Peak: £3.35 6 Floodlit Tarmac Tennis Courts £6 Hire Tennis Racket - Adult £24 Deposit for Tennis Racket Sale of Tennis Balls £8.35	Dec-24	https://www.rbkc.gov.uk/parks-leisure-and-culture/sports-and-leisure/sports-facilities-parks	
Acton Park	Ealing Council	Ealing	W3 7JX	N/A						£	6.00							2 tarmacadam courts	Dec-24	https://clubspark.lta.org.uk/ActonPark2	
Chandos Recreation Ground	Harrow Council (Premier Tennis)	Harrow	HA8 6JD	N/A						£ 5.00	£	4.00			£	40.00			Annual Membership allows members to book any court under the council control. 2 Courts at Chandros Recreation Ground	Dec-24	https://www.harrow.gov.uk/health-leisure/tennis-courts
Kilburn Grange Park Tennis Courts		Camden	NW6 4LD							£ 10.15	£	5.40								Jan-25	Kilburn Grange Park Tennis Courts - Camden Active
Hyde Park	Royal Parks / Park Sports	Westminster	W2 2UH							£ 19.20	*	*						more expensive outside of daylight times, up 5to £26.85 Juniors and Seniors can apply for free play	Jan-25	Clubspark / Hyde Park / Booking / Book by date	
Paddington Sports Club	Paddington Tennis Section	Westminster	W9 1HQ											£ 667.00	£ 268.00	£ 261.00		Annual Membership £150 Tennis Joining Fee £136 Annually Car Park Fee No Concession Fee Young Person Membership £240 Ten All Weather Courts, Seven Surfaced in Acrylic and 3 Artificial Clay Courts. Five Courts have Floodlights Play is from 06:45 - 23:00 Mon - Fri Saturday 08:00 - 23:00 Sunday & Bank Holidays 08:00 - 22:00 The Club also offer Junior Off Peak Memberships	Dec-24	https://www.psc london.com/membership	
City of Westminster	Westminster Council	Westminster	Various							£ 13.35	£ 7.35	£ 7.35	£ 7.35	£	7.35			AdultConcession "Synthetic - £14.18 (resident) £12.15 (resident concession) Macadam- £9.35 (resident), £8.01(resident concession) Adult non-concessin Synthetic - £20.25 Macadam- £13.35 Junior concession "Synthetic - £7.81 (resident) £6.69 (resident concession) Macadam- £5.15 (resident) £4.41 (resident concession) Junior non-concession Synthetic- £11.15 Tarmac £7.35 "	Jan-25	Sports-Facilities-24-25-populated.xlsx	
Victoria Park	Barnet Council	Barnet	N3 2EB							£ 8.00	£ 4.00	£ 4.00	£ 4.00	£ 35.00	£ 15.00	£ 15.00	£ 15.00	Annual Season Ticket Holders can make 2 bookings weekly for 1 hour at no extra charge. Ticket Prices are per hour. Barnet Offer free to play sessions from Monday-Fri 10-11am, 4-5pm and 5-6pm across all courts	Dec-24	https://www.barnet.gov.uk/parks-sport-and-leisure/sport-and-physical-activity/tennis-barnet	
Gladstone Park	Brent Council	Brent	NW2 6HY	Free						£ 6.00		£ 3.00		£ 35.00				Monthly Membership Under 16: Juniors 8 Full Size, 3 min-tennis courts	Dec-24	https://www.brent.gov.uk/parks-leisure-and-healthy-living/sports-clubs-and-activities/tennis-courts https://clubspark.lta.org.uk/GladstoneParkTennis/Membership/Join	

PITCH & PUTT	ORG NAME (Owner -or- Operator)	BOROUGH	POST CODE	PAY AS YOU GO												SEASON (month-month)	FACILITY OPEN/CLOSING TIMES				NOTES	DATE	LINK
				Adult	Senior	Junior	Students	Family	Concession													Checked	
Pitch and Putt																							
Oakhill Golf 9-Hole Course	Oakhill Golf	Enfield	EN4 8JS	£ 9.00	£ 7.00	£ 7.00	N/A									April - Nov	Mon - Sun 10:00 - 15:00 Closed at the moment				Club Hire is £3 All Second Rounds are an £5	Dec-24	https://www.oakhillgolf.co.uk/
Alexandra Pitch and Putt Course	Alexandra PArk and Palace Charitable Trust	Haringey	N22 7AY	£10.00 - £14.00*		£ 5.00	£10.00 - £14.00*									April - Nov	Fri - Sun 10:00 - Dusk School Holidays Mon - Sun 10:00 - Dusk				*More expensive time is for Pitch and Putt Lates which runs during Thurs - Sun 17:00 - Dusk and during Summer holidays Mon - Sun 17:00 - Dusk Late Tee Times are 4:45pm for Pitch and Putt during the day, and 20:00 during the late session Club and Ball Hire are Free Extra Ball Hire is £1	Dec-24	https://www.alexandrapalace.com/pitch-putt/book-now/#times_prices_gp
Little Hay Golf Complex	Dacorum Sports Trust	Hertfordshire Council Council / Dacorum Borough Council	HP3 0DT	£ 8.00	£ 6.50	£ 4.50	£ 17.50										Golf Course 07:00 - 18:00 Clubhouse 08:00 - 16:00				Family Package is for 2 Adults & 2 Children Club Hire is available at the club house Reccomend that you book in advance	Dec-24	https://littlehaygolf.co.uk/activities/pitch-and-putt-footgolf
Pallwell Common	Richmond Upon Thames - Ideverde	Richmond Upon Thames	SW14 8RE	£ 8.20		£ 5.10										N/A	N/A				It seems that the course at Pallwell Common has closed, but Richmond Upon Thames Council still included Pitch and Put in their fees for 2024/25 Equipment fee Club Hire, Extra Balls, and Tees and Pin are all £0.80	Dec-24	https://www.richmond.gov.uk/media/5hppa232/sports_pitches_fees_and_charges_2024.pdf
Snodhurst Bottom Pitch and Putt Course	Medway Council	Medway	ME5 0LU	£ 6.60	£ 3.70	£ 3.70	N/A		£ 3.70							March - Nov	Mon - Fri 12:00 - Dusk Weekend, School Holidays (main holiday) and bank holidays 09:00 to dusk				Only takes card payment Adults (plus club hire) £10.10 Concessions (plus club hire) £5 Balls can be hired at an additional charge Alcohol is not allowed on the site No more than 4 players in any game	Dec-24	https://www.medway.gov.uk/directory_record/142915/snodhurst_bottom_pitch_and_putt_course
Horsenden Hill Pitch and Putt	Horsenden Hill Activity Centre	Ealing	UB6 0RD	£ 8.00		£ 5.00										Jan - Jan	10:00 - 20:00				Equipment hire is an additional £2 (Putter and Iron) Golf Balls are £1	Dec-24	

City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park Committee	Dated: 4 February 2025
Subject: Five-year Business Plan (Highgate Wood)	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	
Does this proposal require extra revenue and/or capital spending?	Spending is as per approved annual and supplemental budgets
If so, how much?	Spending is as per approved annual and supplemental budgets
What is the source of Funding?	<u>Multiple</u> -Local Risk -City Surveyor's Department -Capital Funding -Climate Action Strategy -External Funding -Charity income
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces

Summary

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

Recommendation(s)

Members are asked to:

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

Main Report

Background

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

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

Management of Highgate Wood

7. The Highgate Wood Management Plan (2025 - 2035) provides the strategic direction for the management of Highgate Wood, setting out five strategic themes for the site. The Plan was approved by the Hampstead Heath, Highgate Wood, and Queen's Park Committee on 3 December 2024.
8. The City Corporation is now developing five-year business plans at its open space charities on a rolling five-year basis. The five-year Business Plan will state the charities' planned workstreams and outputs for Highgate Wood over a five-year period and will show how and when the various workstreams will be resourced, delivered, and measured.
9. The five-year Business Plan will be updated annually to reflect changes in priorities and resources and to rescope workstreams to reflect new risks, constraints, and changes if and when needed. This review will typically occur annually, but may occur by exception at other times to capitalise on new opportunities or respond to arising circumstances.
10. The draft five-year Business Plan for Highgate Wood (Appendix 1) lists proposed prioritised workstreams to deliver on the charitable obligations and five strategic themes of the Highgate Wood Management Plan. It also illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan sets out the specific priorities and activities for Highgate Wood, and progress against them will be reported.
11. The Highgate Wood five-year Business Plan is an important planning and communication tool. It allows the charity to articulate its priorities for Highgate Wood in a resource-constrained environment, and to plan with as much predictability as is feasible what workstreams it believes are reasonably achievable given these resource constraints. Workstreams tentatively planned for out years beyond the current year will necessarily be tentative and will be refined as clarity on out year resources and circumstances becomes clearer.
12. In principle, once the workstreams for a given year are established, any new area of proposed work will require consideration to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased, or deferred in order to include anything new in the plan.

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

Project Prioritisation Process

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

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

Other documents informing management of Highgate Wood

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

open spaces.

External support and deliverables

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

Corporate & Strategic Implications

Strategic implications

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

Financial implications

24. Activities in the five-year Business Plan will be planned to meet the existing local risk of Highgate Wood.

Resource implications

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

Legal implications

26. The City Corporation as the charity Trustee is responsible for ensuring that the Highgate Wood and Queen's Park Kilburn Charity fulfils its charitable purpose, which is the "The preservation in perpetuity by the Corporation of London, of the open spaces known as Highgate Wood, Highgate and Queens Park, Kilburn as public parks or open spaces, for the perpetual use thereof by the public for exercise and recreation." The five-year Business Plan will assist the delivery of the Highgate Wood Management Plan and provide a clear framework for decision-making,

including resource allocation which is in the best interests of the charity, The Plan will support Members of this Committee to exercise their duties responsibly on behalf of the City Corporation.

Risk implications

27. Activities within the business plan are assessed within the Highgate Wood Risk Register.

Equalities implications

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

Climate implications

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

Security implications

31. Relevant security risks are assessed with the Highgate Wood Risk Register.

Conclusion

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

Appendices

- Appendix1: Draft five-year Business Plan for Highgate Wood.

Background Papers

- None

Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

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APPENDIX 1: DRAFT Five-year Business Plan
(Highgate Wood)

#	ACTIVITY	ACTIVITY DESCRIPTION	HIGHGATE WOOD MANAGEMENT PLAN THEME	2025-26 FTE	2026-27 FTE	2027-28 FTE	2028-29 FTE	2029-30 FTE	PRIORITISATI ON SCORE (where relevant)	TOTAL BUDGET (where relevant)	FUNDING SOURCE	MEASURE OF SUCCESS	MEASURE OF SUCCESS TARGET	NLOS LEAD	CORPORATE PLAN						NATURAL			
															1. Diverse E	2. Dynamic	3. Leading S	4. Vibrant T	5. Providing	6. Flourishi	1. Nature C	2. Commun	3. Access a	4. Culture,
1	Conservation area creation	Continue the programme of creating new Conservation Areas and creating new (or expanding existing) smaller canopy gaps.	1. Leading sustainable woodland	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Climate Action Strategy			Conservation Team										
	Annual planting	Increase the diversity of native trees and shrubs and the structural diversity of the Wood through small quantities of annual planting.	1. Leading sustainable woodland	TBC	TBC	TBC	TBC	TBC			Local Risk (Hampstead Heath Charity)													
	Meadow	Maintain the pond and meadow – mow meadow annually, relocate oak regeneration, monitor pond for over-shading	1. Leading sustainable woodland	TBC	TBC	TBC	TBC	TBC			Local Risk (Hampstead Heath Charity)													
	Invasive species	Managing and eradicating invasive species including Laurel and squirrels. External survey via Climate Action Strategy to survey damage caused by grey squirrels	1. Leading sustainable woodland	TBC	TBC	TBC	TBC	TBC			Local Risk (Hampstead Heath Charity)													
	Visitor pressures	Mitigate visitor pressures (including dogs) on woodland habitats. Explore potential for introduction of commercial dog walking licensing scheme	1. Leading sustainable woodland		TBC						Local Risk (Hampstead Heath Charity)													
	Woodland Management Plan	Renew Woodland Management Plan in 2028	1. Leading sustainable woodland			TBC					Local Risk (Hampstead Heath Charity)													
	Woodland Management Plan	Secure grant funding from the Forestry Commission for plan production.	1. Leading sustainable woodland			TBC	TBC				External													
	Tree/shrub planting	Undertake small quantities of annual tree/shrub planting (average approx. 25 stems per year.	1. Leading sustainable woodland	TBC	TBC						External													
	Tree/shrub planting	Seek grant funding (i.e. Woodland Trust) for supply of trees.	1. Leading sustainable woodland	TBC	TBC						External													
	De-shading	Undertake de-shading vegetation clearance works around the pond.	1. Leading sustainable woodland								Local Risk (Hampstead Heath Charity)													
	Heath Hands / volunteers	Volunteer task to carefully dig up oak regeneration from the meadow areas and move to more suitable locations (incl. for deer protection). Continue to work with Heath Hands to deliver volunteer activities in Highgate Wood	1. Leading sustainable woodland	TBC	TBC	TBC	TBC	TBC			Local Risk (Hampstead Heath Charity)													
	Invasive species	Continued woodland management work to target invasive/dominant plant spaces, in particular laurel.	1. Leading sustainable woodland	BAU	BAU	BAU	BAU	BAU			Local Risk (Hampstead Heath Charity)													

[illegible]

[illegible]

[illegible]

[illegible]

	Wildfire preparedness	Training of 14 staff in preventive measures and preparedness for wild fires	5. Climate resilience	TBC							Local Risk (Hampstead Heath Charity)												
	Hedgehog research	Work with Zoological Society of London on implementation of grant improving knowledge of hedgehog populations in Hampstead Heath and Highgate Woods with help from local communities.	5. Climate resilience	TBC	TBC						Local Risk (Hampstead Heath Charity)												

City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood, and Queen's Park	Dated: 4 February 2025
Subject: Five-year Business Plan (Queen's Park)	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	
Does this proposal require extra revenue and/or capital spending?	Spending is as per approved annual and supplemental budgets
If so, how much?	Spending is as per approved annual and supplemental budgets
What is the source of Funding?	<u>Multiple</u> -Local Risk -City Surveyor's Department -Capital Funding -Climate Action Strategy -External Funding -Charity income
Has this Funding Source been agreed with the Chamberlain's Department?	Yes
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces

Summary

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

Recommendation(s)

Members are asked to:

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

Main Report

Background

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

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

Management of Queen's Park

7. The Queen's Park Management Plan (2025 - 2035) provides the strategic direction for the management of Queen's Park, setting out four strategic themes for the site. The Plan was approved by the Hampstead Heath, Highgate Wood, and Queen's Park Committee on 3 December 2024.
8. The City Corporation is now developing five-year business plans at its open space charities on a rolling five-year basis. The five-year Business Plan will state the charities' planned workstreams and outputs for Queen's Park over a five-year period and will show how and when the various workstreams will be resourced, delivered, and measured.
9. The five-year Business Plan will be updated annually to reflect changes in priorities and resources and to rescope workstreams to reflect new risks, constraints, and changes if and when needed. This review will typically occur annually, but may occur by exception at other times to capitalise on new opportunities or respond to arising circumstances.
10. The draft five-year Business Plan for Queen's Park (Appendix 1) lists proposed prioritised workstreams to deliver on the charitable obligations and four strategic themes of the Queen's Park Management Plan. It also illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan sets out the specific priorities and activities for Queen's Park, and progress against them will be reported.
11. The Queen's Park five-year Business Plan is an important planning and communication tool. It allows the charity to articulate its priorities for Queen's Park in a resource-constrained environment, and to plan with as much predictability as is feasible what workstreams it believes are reasonably achievable given these resource constraints. Workstreams tentatively planned for out years beyond the current year will necessarily be tentative and will be refined as clarity on out year resources and circumstances becomes clearer.
12. In principle, once the workstreams for a given year are established, any new area of proposed work will require consideration to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased, or deferred in order to include anything new in the plan.

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

Project Prioritisation Process

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

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

Other documents informing management of Queen's Park

21. In addition to the Queen's Park Management Plan and five-year Business Plan, there are numerous other strategies, plans, programmes, projects, and initiatives at the City Corporation that inform and provide guidance to North London Open Spaces' management of Queen's Park, and with which the Queen's Park Management Plan is aligned. These include:
 - a. City of London Corporation Corporate Plan (2024-2029), which guides planning and decision-making for the City Corporation through six strategic outcomes.
 - b. Natural Environment Strategies (2024-29), which sets out the City Corporation's strategic approach to its managed open spaces, assets and activities and aligns the Corporate Plan strategic objectives with site-specific management plans (eg, Queen's Park Management Plan).
 - c. Environment Department's High-Level Business Plan (2025-26), a department annual plan which provides a strategic overview of the key areas of work that will be undertaken across the whole Environment Department during 2024-25.
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22. Also included within the five-Year Business Plan are works being delivered and funded via the following programmes, whose budgets exist outside of and independent from Queen's Park's local risk budget. These include:
- a. Cyclical Work Plan: repairs and maintenance projects that are required on a cyclical / life cycle basis is provided by the City Surveyor's Department.
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Corporate & Strategic Implications

Strategic implications

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

Financial implications

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

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

Legal implications

26. The City Corporation as the charity Trustee is responsible for ensuring that the Highgate Wood and Queen's Park Kilburn Charity fulfils its charitable purpose, which is the "The preservation in perpetuity by the Corporation of London, of the open spaces known as Highgate Wood, Highgate and Queens Park, Kilburn as public parks or open spaces, for the perpetual use thereof by the public for exercise and recreation." The Five-year Business Plan will assist the delivery of the Queen's Park Management Plan and provide a clear framework for decision-making, including resource allocation which is in the best interests of the charity, The Plan

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

Risk implications

27. Activities within the business plan are assessed within the Queen's Park Risk Register.

Equalities implications

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

Climate implications

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

Security implications

31. Relevant security risks are assessed with the Queen's Park Risk Register.

Conclusion

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

Appendices

- Appendix1: Draft five-year Business Plan for Queen's Park.

Background Papers

- None

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Page 295

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Communications Plan	Include messages on the value of the Queen's Park in the 2025 Communications Plan, under development.	4. Community: We engage visitors and the local community in understanding and caring for the Park.																		
Complete safeguarding training for staff in need	Ensure the health, safety and well-being of staff, volunteers and contractors, and the safeguarding of visitors.	4. Community: We engage visitors and the local community in understanding and caring for the Park.																		

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Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Dated: 04/02/2025
Subject: Operational Finance Progress Report 2024/25 (Quarter 3 April - December) – Highgate Wood & Queen's Park	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	n/a
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	n/a
What is the source of Funding?	n/a
Has this Funding Source been agreed with the Chamberlain's Department?	n/a
Report of: Chamberlain	For Information
Report author: Niranjan Shanmuganathan, Chamberlain's Department	

Summary

This report provides an update on the operational finance position as at period 9 (April – December) 2024/25 for the Highgate Wood & Queen's Park charity (charity registration number: 232986) and sets out the charity's revenue operating budget position to date and projected year-end outturn, current live capital projects and outstanding debt position. It also provides additional information on the various reserve funds held and other relevant finance information relevant to the charity.

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

Recommendation

Members are asked to:

- Note the content of this report and its appendices.

Main Report

Background

1. In order to improve financial reporting related to the Highgate Wood & Queen's Park charity (charity registration number: 232986), a set of financial appendices and commentary has been produced to enable greater clarity of revenue and capital budgets, reserve balances and other financial information needed to allow greater scrutiny of the financial performance of the charity as well as to provide assurance that the Executive Director Environment remains within her overall local risk resources for 2024/25.
2. To ensure your Committee is kept informed about the financial performance of the charity, an update on progress made against budgets as well as other financial matters will be reported to you on a periodic (ideally quarterly) basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance.
3. Please also note that in the report below, expenditure and adverse variances are represented by brackets, whereas figures without brackets indicate income or favourable variances.

Revenue Operating Budget – 2024/25

4. The latest budget for Highgate Wood & Queen's Park charity for 2024/25 currently amounts to (£2.215m) net expenditure. As at December 2024, actual net expenditure amounted to (£1.191m), with a current forecast outturn for 2024/25 of (£1.816m) net expenditure. This amounts to a projected net underspend of £399k, equivalent to 18.01% of total budget. This represents an improvement of £338k in the projected net spend for 2024/25 compared with the forecasted underspend of £61k to the end of August 2024 reported previously to your Board.
5. A summary of the latest revenue budget position for 2024/25 is shown in Table 1 below, with further detailed information provided in Appendix 1 & 2, including reasons for significant budget variances. Budgetary information has been separated to show more clearly the different elements of the budget, comprising direct operating budgets (local and central risk), recharges & support service budgets and City Surveyor managed repairs and maintenance budgets. Information has also been presented in a way that distinguishes between the charity's expenditure and income budgets.

Table 1 – Revenue Operating Budget Summary – December 2024

	Latest Budget £'000s	Actual Dec 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	(2,436)	(1,404)	(2,104)	332	13.63%
Gross Income	221	213	288	67	30.32%
Net Expenditure	(2,215)	(1,191)	(1,816)	399	18.01%

Expenditure

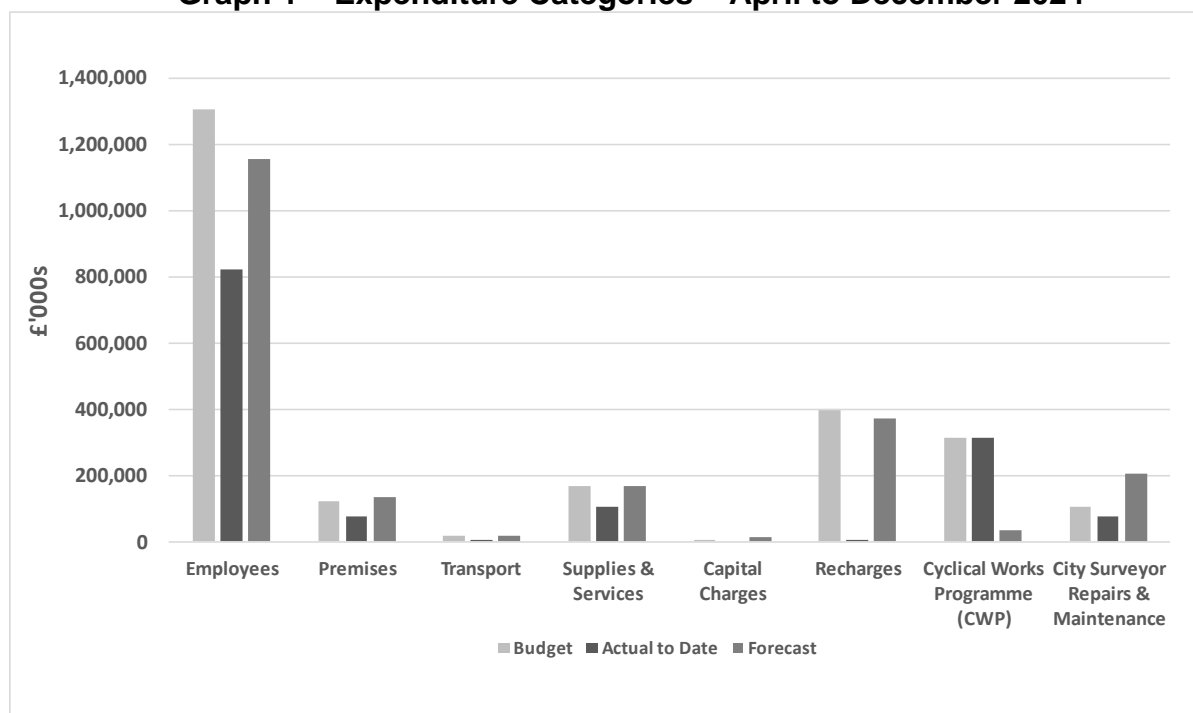
6. A breakdown and analysis of the latest gross expenditure position for 2024/25 is set out in Table 2 below:

Table 2 – Expenditure Summary – December 2024

	Latest Budget £'000s	Actual Dec 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	(1,616)	(1,006)	(1,493)	123	7.61%
Recharges and Support Services	(398)	(6)	(373)	25	6.28%
City Surveyor Repairs and Maintenance	(422)	(392)	(238)	184	43.60%
Total Gross Expenditure	(2,436)	(1,404)	(2,104)	332	13.63%

7. As shown in Table 2, total gross expenditure to the end of December 2024 amounted to (£1.404m), amounting to 57.64% of the total gross expenditure budget for 2024/25 of (£2.436m). Graph 1 below also provides a graphical summary of the categories of expenditure incurred by the charity for April to December 2024 against 2024/25 Forecast Outturn.

Graph 1 – Expenditure Categories – April to December 2024



8. The charity is currently forecasting total gross expenditure for 2024/25 of (£2.104m), a projected underspend of £332k (13.63%) compared with a total gross expenditure budget of (£2.436m). This underspend is primarily explained by the following:

- £282k underspend on CWP Repairs and Maintenance;
- £147k staffing underspend due to delayed recruitment of operative ranger and gardener roles across both Highgate Wood and Queens's Park;
- (£9k) overspend on rates as a result of increases in 2024/25 council tax;
- (£12k) increase in depreciation after the addition of equipment purchased at Queen's Park Play Area;
- (£97k) net increase in City Surveyors mainly due to breakdown of equipment of the Queen's Park bandstand

Income

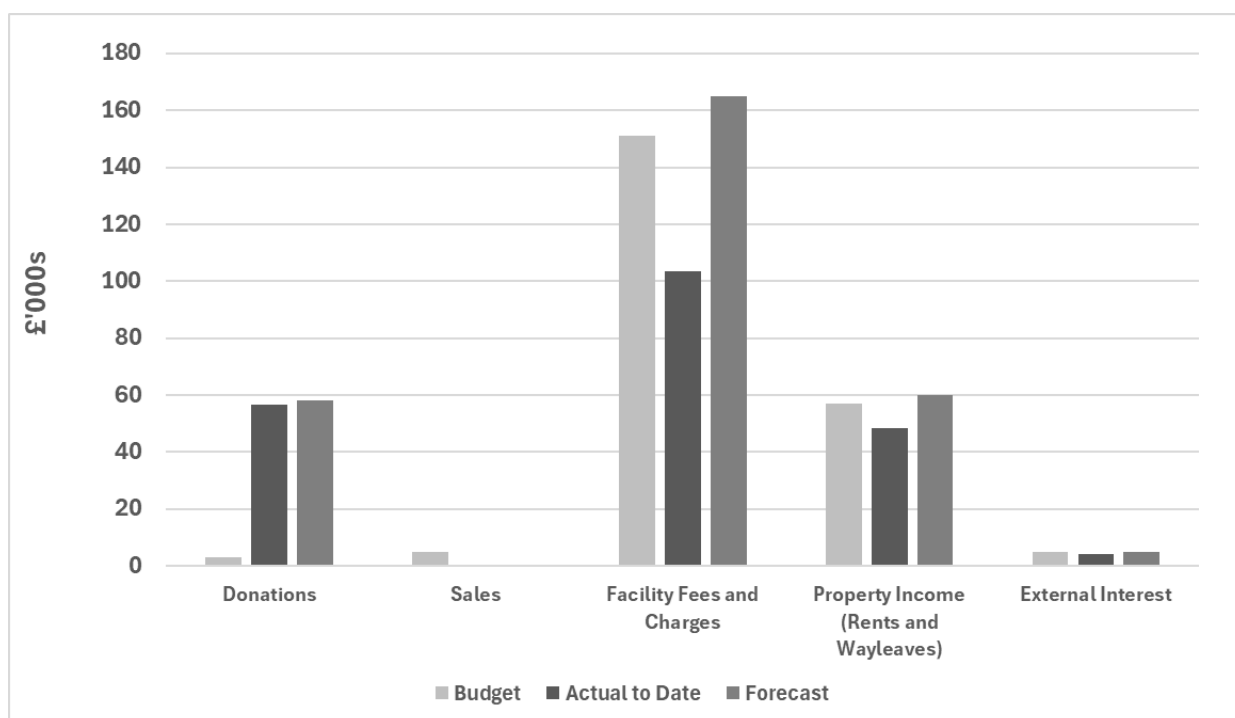
9. A breakdown and analysis of the latest gross income position for 2024/25 is set out in Table 3 below:

Table 3 – Income Summary — December 2024

	Latest Budget £'000s	Actual Dec 2024 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	221	213	288	67	30.32%
Recharges and Support Services	0	0	0	0	0.00%
Total Gross Income	221	213	288	67	30.32%

10. As shown in Table 3, total income to the end of December 2024 amounted to £213k, amounting to 96.32% of the total gross income budget to be achieved for 2024/25 of £221k. Graph 2 below also provides a graphical summary of the categories of income generated by the charity for April to December 2024.

Graph 2 – Income Categories – April to December 2024



11. The charity is currently forecasting gross income for 2024/25 of £288k, amounting to £67k in extra income (30.32%) compared with a total gross income budget of £221k for the current financial year. This is largely explained by the following:

- £57k in grant funding received for Friends of Roman Kiln Fund.
- £13k due to an increase in tennis fees;
- £2k extra rental income forecasted which is expected to match 2023/24 income
- Partly offset by a (£5k) reduction for no sales, this budget will be removed in future years.

Capital Projects

12. Table 4 below outlines the current list of live capital projects in progress against their currently approved budget. It should be noted that the “current approved budget” is the amount currently agreed by Members to progress the project to either the next project gateway or until officers request further release of capital funds to progress the scheme and may not equal the total estimated cost of the project to finalisation.
13. Out of a current approved budget of £152k, £148k has been spent or committed to date, leaving a remaining budget of £4k to progress the various projects to the next project gateway, release of further capital funds or completion.

Table 4 – Live Capital Projects

Capital Projects - Queen's Park	Total Estimated Cost of Project £'s	Current Approved Budget £'s	Prior Year Actual Spend £'s	In Year Actual Expenditure £'s	In Year Committed Expenditure £'s	Current Approved Budget Unspent £'s
QP Play Area and Sandpit replacement of equipment	152,000	152,000	105,955	37,826	4,319	3,900
TOTAL QUEEN'S PARK	152,000	152,000	105,955	37,826	4,319	3,900

Outstanding Invoiced Debts

14. At the end of December 2024, total outstanding invoiced debt was £64,751.
Table 5 analyses the current level of outstanding debt for the charity according to the age of the debt:

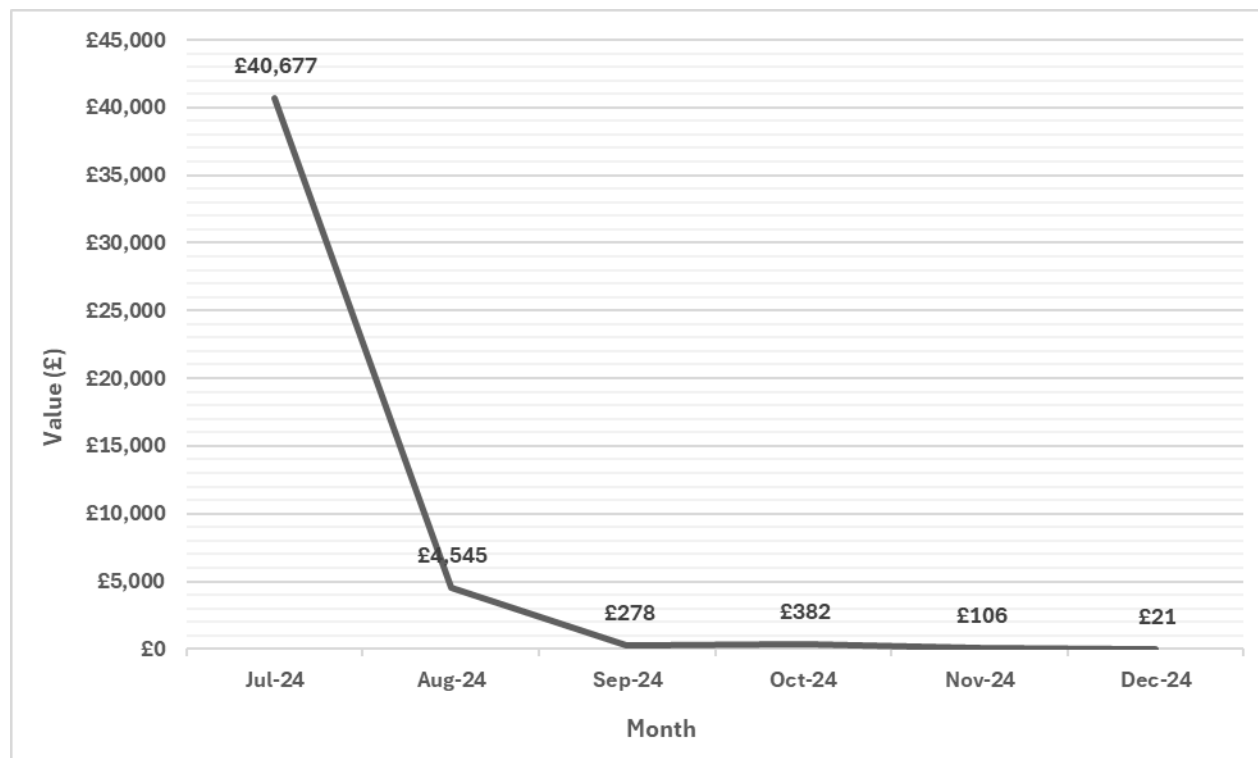
Table 5 – Analysis of Outstanding Invoiced Debts – December 2024

Age of Debt	Outstanding Debts	% of Total Debt Outstanding
0-30 Days	£57,543	88.87%
31-60 Days	£6,733	10.40%
61-90 Days	£454	0.70%
91-120 Days	£0	0.00%
121-365 Days	£19	0.03%
Over 365 Days	£2	0.00%
Total Outstanding Debts	£64,751	100.00%

15. As part of a previous best value review into outstanding debts, the maximum age of debt set by the Chamberlain to fully recover outstanding sums was set at 120 days. During this period automatic debt reminder letters, physical debt chasing of customers and liaison with Comptrollers & City Solicitors takes place to ensure debts are resolved within the corporately agreed debt repayment terms. Graph 3 below sets out the trend of the charity's outstanding debts over 120 days over the previous six-month period. As can be seen, debts over 120 days amounted to £21 in December 2024.

16. Graph 3 shows a significant drop in outstanding debts between July and August which is due to the resolution of the Support and Delivery for the Firing London's Imagination Project (£29k) remaining balance.

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



Charity Reserve Funds

17. Table 6 below provides a summary of the different reserves held by Highgate Wood & Queen's Park charity as at the end of December 2024, including movements in reserve funds since the start of 2024/25:
18. Further detail is provided in Appendix 3 which lists the individual restricted, unrestricted and designated funds held by Highgate Wood & Queen's Park charity. It details the opening balance for 2024/25 and any movements in the current financial year to date. Appendix 3 also provides a technical definition for each of the different types of reserve funds held.

Table 6 - Reserve Funds Summary – December 2024

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

Contributions from City of London

19. The current funding model is for the charity's total net expenditure to be fully funded from City's Estate. This also includes the cost of any capital expenditure incurred during the year as well any works managed under the CWP. It should be noted that any change to the amount of expenditure incurred or income generated over the course of the year will have an impact on the overall level of contribution from the City required by the charity at year end. The total contribution is therefore calculated based on the charity's **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.
20. The table below sets out the contribution provided from City's Estate to the charity over a five-year period. This includes a forecast of the contribution currently expected to be required for 2024/25. This is broken down by the level of gross expenditure and income generated as well as any CWP works and capital expenditure funded through City's Estate.

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

Highgate Wood & Queens Park	2020/21	2021/22	2022/23	2023/24	2024/25 (Est.)
	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Expenditure	(1,387)	(1,294)	(1,338)	(1,728)	(2,071)
Cyclical Works Expenditure	(145)	(64)	(165)	(134)	(33)
Capital Expenditure	0	0	0	(46)	(43)
Gross Income	153	321	233	374	288
Total Contribution from City of London	(1,379)	(1,037)	(1,270)	(1,533)	(1,859)

21. As can be seen from the Table 7, 2023/24 saw an increase in the contribution from City's Estate to Highgate Wood & Queen's Park charity compared with the previous year 2022/23. This is mostly due to gross expenditure increase of (£390k) driven by energy and professional fees doubling in 2023/24 which required an increase in the level of deficit funding provided by City's Estate. This was on top of an increase in capital expenditure (£46k) on the Queen's Park Sandpit.
22. There were further increases in the forecasted contribution required from City's Estate for 2024/25 compared with the previous financial year mainly due to an increase in gross expenditure of £343k as a result of an increase in staff costs, as most TOM2 roles and vacancies have now been recruited. This was partly offset by reductions in CWP planned works by the City Surveyor.

Other Relevant Financial Issues

23. Members should note that alternatives to the charity's current funding model proposed by the Corporation's Natural Environment Charity Review are being implemented. We will move to a grant on Local Risk budgets for West Ham Park and Epping Forest from 1st April 2025 and use 2025/26 to undergo further work to understand what this level of grant looks like across Local Risk, Central Risk and Recharges, as well as capital and CWP. This will also be the case for the remaining six charities from 1st April 2026, with 2026/27 used to finalise the model.
24. Members may wish to note that a review of the current recharges reallocation process from corporate departments is currently being finalised following the Target Operating Model and the Governance Review to ensure that the recharges appear more transparent and fairer across all services. The report was originally presented to Finance Committee in September 2024 providing Members with a range of options on changes proposed to recharges for 2024/25 and future years. Finance Committee requested this report to be revised and to be re-presented at a future Committee meeting. Further details will be provided to Members in due course once available, following agreement by Finance Committee.

Appendices

Appendix 1 – Highgate Wood & Queen's Park Charity – Revenue Operating Budget – 2024/25

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

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

Contact

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Highgate Wood - Operating Budget 2024/25

APPENDIX 1

FY 2023/24 Actuals £	Highgate Wood	Latest Budget 2024/25 £	Actual to Date £	Projected Outturn 2024/25 £	Variance from Latest Budget 2024/25		
					£	%	
318,602	Direct Employees	577,000	337,404	500,000	(77,000)	-13%	1
590	Indirect Employees	0	474	1,000	1,000	n/a	2
90	Repairs and Maintenance	2,000	0	2,000	0	0%	3
19,568	Energy Costs	12,000	8,847	12,000	0	0%	
21,733	Rates/Council Tax	20,000	26,258	27,000	7,000	35%	
2,679	Water Services	6,000	8,162	6,000	0	0%	
4,938	Cleaning and Domestic Supplies	4,000	3,097	4,000	0	0%	
10,916	Grounds Maintenance Costs	13,000	532	13,000	0	0%	
59,924	Premises	57,000	46,896	64,000	7,000	12%	
0	Transport	1,000	98	1,000	0	0%	
89,197	Supplies and Services	68,000	59,205	68,000	0	0%	
399	Transfer to Reserve	0	0	0	0	0%	
468,711	Total Expenditure (Local Risk)	703,000	444,077	634,000	(69,000)	-10%	
(27,995)	Other Grants, Reimbursements and Contributions	0	(56,850)	(57,000)	(57,000)	n/a	4
(33,535)	Fees and charges	(48,000)	(7,707)	(35,000)	13,000	27%	
(39,584)	Rents, tithes etc	(39,000)	(33,374)	(39,000)	0	0%	
(101,114)	Total Income (Local Risk)	(87,000)	(97,930)	(131,000)	(44,000)	-51%	5
367,597	Total Net Expenditure - Local Risk	616,000	346,147	503,000	(113,000)	-18.34%	
	Central Risk						
(5,631)	External Interest	(5,000)	(4,250)	(5,000)	0	0%	
(5,631)	Total Income (Central Risk)	(5,000)	(4,250)	(5,000)	0	0%	
(5,631)	Total Net Expenditure - Central Risk	(5,000)	(4,250)	(5,000)	0	0%	
	Recharges						
	Support Services						
35,756	Support Services	36,000	0	36,000	0	0%	6
12,750	Surveyors' Employee Recharge	12,000	0	12,000	0	0%	
27,434	IT Recharge	10,000	0	10,000	0	0%	
2,627	Premises Insurance	3,000	1,983	3,000	0	0%	
1,713	Liability Insurance	2,000	347	2,000	0	0%	
80,280	Total Support Services	63,000	2,330	63,000	0	0%	
50,221	Recharges Within Fund (Natural Environment Directorate)	117,000	0	97,000	(20,000)	-17%	
130,501	Total Expenditure (Recharges)	180,000	2,330	160,000	(20,000)	-11%	
130,501	Total Net Expenditure - Recharges	180,000	2,330	160,000	(20,000)	-11%	
82,719	City Surveyor's - Cyclical Works Programme	236,000	167,373	26,000	(210,000)	-89%	7
23,940	City Surveyor's Repairs and Maintenance	55,000	19,984	74,982	19,982	36%	8
0	City Surveyor's Cleaning and Pest Control	0	0	0	0	0%	
23,940	City Surveyor's - Facilities Management	55,000	19,984	74,982	19,982	36%	
599,126	Total Net Expenditure	1,082,000	531,583	758,982	(323,018)	-29.85%	

Notes:

- Underspend as a result of delayed recruitment for the following roles - 1 x ranger and 2 x operative rangers
- Recruitment and Advertising expenditure needed for roles mentioned in point 1
- Forecast adjusted as a result of increase in council tax
- £57k Friends of HW Roman Kiln fund received
- Facility Fees expected to perform similar to prior year
- Directorate recharge forecast adjusted for reduction of FTE
- Projected underspend in CWP Repairs and Maintenance
- Projected overspend in relation to the Building, Repairs and Maintenance contract overseen by City Surveyor's.

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Queen's Park - Operating Budget 2024/25

APPENDIX 2

FY 2023/24 Actuals £	Queen's Park	Latest Budget 2024/25 £	Actual to Date £	Projected Outturn 2024/25 £	Variance from Latest Budget 2024/25		
					£	%	
455,017	Direct Employees	720,000	483,754	650,000	(70,000)	-10%	1
5,392	Indirect Employees	7,000	1,642	5,000	(2,000)	-29%	2
2,973	Repairs and Maintenance	0	(2,585)	0	0	0%	
14,084	Energy Costs	9,000	4,376	9,000	0	0%	
5,013	Rates/Council Tax	4,000	5,597	6,000	2,000	50%	3
8,442	Water Services	12,000	3,921	10,000	(2,000)	-17%	4
5,769	Cleaning and Domestic Supplies	16,000	7,100	16,000	0	0%	
37,316	Grounds Maintenance Costs	24,000	11,050	30,000	6,000	25%	5
73,597	Premises	65,000	29,459	71,000	6,000	9%	
(875)	Transport	18,000	140	18,000	0	0%	
38,603	Equipment, Furniture and Materials	53,000	19,653	53,000	0	0%	
47,988	Fees and Services	28,000	19,834	28,000	0	0%	
12,773	Other	19,000	6,697	19,000	0	0%	
99,364	Supplies and Services	100,000	46,184	100,000	0	0%	
0	Transfer to Reserve	0	0	0	0	0%	
632,495	Total Expenditure (Local Risk)	910,000	561,179	844,000	(66,000)	-7%	
(3,750)	Other Contributions (incl. donations)	(3,000)	219	(1,000)	2,000	67%	6
0	Sales	(5,000)	0	0	5,000	100%	7
(104,649)	Facilities	(88,000)	(72,992)	(100,000)	(12,000)	-14%	8
(31,806)	Other Fees and Charges	(15,000)	(22,902)	(30,000)	(15,000)	-100%	9
(21,577)	Rents etc	(18,000)	(15,000)	(21,000)	(3,000)	-17%	10
(161,782)	Total Income (Local Risk)	(129,000)	(110,676)	(152,000)	(23,000)	-18%	
470,713	Total Net Expenditure - Local Risk	781,000	450,503	692,000	(89,000)	-11.40%	
	Central Risk						
7,580	Supplies and Services	0	0	0	0	0%	
16,488	Capital Charges	3,000	0	15,000	12,000	-400%	11
105,955	Transfer to Reserves	0	0	0	0	0%	
130,023	Total Expenditure (Central Risk)	3,000	0	15,000	12,000	400%	
(105,955)	Other Contributions	0	0	0	0	0%	
(105,955)	Total Income (Central Risk)	0	0	0	0	0%	
24,068	Total Net Expenditure - Central Risk	3,000	0	15,000	12,000	400%	
	Recharges						
	Support Services						
52,812	Support Services	53,000	0	53,000	0	0%	
4,250	Surveyors' Employee Recharge	5,000	0	5,000	0	0%	
54,868	IT Recharge	18,000	0	18,000	0	0%	
4,444	Premises Insurance	5,000	3,339	5,000	0	0%	
290	Transport Insurance	0	67	0	0	0%	
3,214	Liability Insurance	4,000	702	4,000	0	0%	
119,878	Total Support Services	85,000	4,107	85,000	0	0%	
67,203	Recharges Within Fund (Natural Environment Directorate)	133,000	0	128,000	(5,000)	-4%	12
0	Recharges Across Fund (Structural Maintenance Open Spaces)	0	0	0	0	0%	
187,081	Total Expenditure (Recharges)	218,000	4,107	213,000	(5,000)	-2%	
0	Recharges Within Fund (Learning Team and Corporate and Democratic Core)	0	0	0	0	0%	
0	Total Income (Recharges)	0	0	0	0	0%	
187,081	Total Net Expenditure - Recharges	218,000	4,107	213,000	(10,000)	-5%	
50,948	City Surveyor's - Cyclical Works Programme	79,000	146,886	7,000	(72,000)	-91%	13
170,217	City Surveyor's Repairs and Maintenance	52,000	57,305	129,092	77,092	148%	
1,167	City Surveyor's Cleaning and Pest Control	0	638	638	638	n/a	14
171,384	City Surveyor's - Facilities Management	52,000	57,943	129,730	77,730	149%	
904,194	Total Net Expenditure	1,133,000	659,439	1,056,730	(76,270)	-6.73%	

Notes:

- Underspend due to 3 vacant Operative rangers & 1 Gardener now in place
- Training and staffing costs expected to be in line to last FY.
- Forecast adjusted as a result of Council Tax increases
- Projected underspend based on actual water bills to date
- 6k underspend due Fencing Repairs to be undertaken in 2025/26
- Donations and contributions not expected to generate more than £1k
- No Sales expected, budget to be removed going forward
- Increase in tennis Fees expected to yield another 15% on top of budget
- Additional income expected to be generated from memorial seats, fairground licenses, bandstand as well as other sources of sundry income.
- Rent expected to be in line with 23/24
- Equipment Depreciation as a result of the addition of equipment purchased at Queen's Park Play Area
- Directorate recharge forecast adjusted for reduction of FTES
- Projected underspend in CWP Repairs and Maintenance
- Projected overspend in relation to the Building, Repairs and Maintenance contract overseen by City Surveyor's.

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Charity Funds - December 2024

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

Notes:

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

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

Restricted Fund - funds have been given to the charity for application for a specific element of the charity's objects and can only be spent in accordance with the requests of the donor or the specific campaign under which funds were raised. As these are income funds, they should be spent within a reasonable period of time.

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

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

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

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

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

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