



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: TUESDAY, 21 OCTOBER 2025

Time: 4.00 pm

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

Members:

Alderman Gregory Jones KC (Chairman)	Jason Groves
William Upton KC (Deputy Chairman)	Pauline Lobo, Ramblers' Association
John Beyer, Health and Hampstead Society	Wendy Mead OBE
Councillor Marcus Boyland, London Borough of Camden	Councillor Arjun Mittra, London Borough of Barnet
Deputy Timothy Butcher	Alethea Silk
Simon Burrows	David Williams
Karina Dostalova, Bishopsgate	Charles Edward Lord, OBE JP (Ex-Officio Member)
Matthew Frith, London Wildlife Trust	James St John Davis (Ex-Officio Member)
Alderman Alison Gowman CBE	

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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 7 - 20)

For Decision

To agree the public minutes and non-public summary of the last meeting held on 16 July 2025.

- b) Draft Minutes of the Hampstead Heath Consultative Committee (Pages 21 - 34)

For Information

To note the public minutes and non-public summary of the Hampstead Heath Consultative Committee meeting held on 16 September 2025.

- c) Minutes of the Hampstead Heath Sports and Wellbeing Forum (Pages 35 - 40)

For Information

To note the minutes of the Hampstead Heath Sports and Wellbeing Forum on 24 April 2025.

4. APPOINTMENT OF A MEMBER OF ENGLISH HERITAGE

Report of the Town Clerk.

For Decision

(Pages 41 - 42)

Hampstead Heath

5. ASSISTANT DIRECTOR'S REPORT (HAMPSTEAD HEATH)

Report of the Executive Director, Environment.

For Information

(Pages 43 - 78)

6. HEATH HANDS UPDATE

Report of Heath Hands.

For Information
(Pages 79 - 80)

7. **RISK MANAGEMENT UPDATE (HAMPSTEAD HEATH)**

Report of the Executive Director, Environment.

For Decision
(Pages 81 - 130)

8. **OPERATIONAL FINANCE PROGRESS REPORT Q1 2025/26 - HAMPSTEAD HEATH**

Report of the Chamberlain and Executive Director, Environment.

For Information
(Pages 131 - 144)

9. **DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2025 - HAMPSTEAD HEATH**

Report of the Chamberlain and Executive Director, Environment.

For Information
(Pages 145 - 192)

Highgate Wood & Queen's Park

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

Report of the Executive Director, Environment.

For Information
(Pages 193 - 208)

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

Report of the Executive Director, Environment.

For Information
(Pages 209 - 224)

12. **RISK MANAGEMENT UPDATE (HIGHGATE WOOD & QUEEN'S PARK)**

Report of Executive Director, Environment.

For Decision
(Pages 225 - 272)

13. **OPERATIONAL FINANCE PROGRESS REPORT Q1 2025/26 - HIGHGATE WOOD & QUEENS PARK**

Report of the Chamberlain and Executive Director, Environment.

For Information
(Pages 273 - 288)

14. **DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2025 - HIGHGATE WOOD & QUEENS PARK**

Report of the Chamberlain and Executive Director, Environment.

For Information
(Pages 289 - 326)

15. **UPDATE ABOUT HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK ADDITIONAL MEETING**

Update to be heard about additional Hampstead Heath, Highgate Wood and Queen's Park Committee meeting.

For Information

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

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

Part 2 - Non-Public Agenda

18. **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

19. **NON-PUBLIC MINUTES**

- a) Non-Public Minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee (Pages 327 - 332)

For Decision

To agree the non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 16 July 2025.

- b) Non-Public Minutes of the Hampstead Heath Consultative Committee (Pages 333 - 334)

For Information

To note the non-public minutes of the Hampstead Heath Consultative Committee held on 16 September 2025.

20. **CAFES - VERBAL UPDATE**

Officers from the Environment Department to provide a verbal update.

For Information

21. **HAMPSTEAD HEATH PONDS - VERBAL UPDATE**

Officers of the Environment Department to provide a verbal update.

For Information

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

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

HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Wednesday, 16 July 2025**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms - 2nd Floor West Wing, Guildhall on Wednesday, 16 July 2025 at 4.00 pm

Present

Members:

William Upton KC (Deputy Chairman)
Councillor Marcus Boyland
Deputy Timothy Butcher
Simon Burrows
Alderman Alison Gowman CBE
Jason Groves
Pauline Lobo
Councillor Arjun Mittra

In attendance:

James St John Davis (Ex-Officio) - attended virtually
Karina Dostalova - attended virtually
Alethea Silk - attended virtually
John Beyer - attended virtually

Officers:

Simon Owen	- Chamberlain's Department
Niranjan Shanmuganathan	- Chamberlain's Department
Jack Joslin	- City Bridge Foundation
Edward Wood	- Comptroller and City Solicitor's Department
Katie Stewart	- Executive Director, Environment
Emily Brennan	- Environment Department
Jo Hurst	- Environment Department
Andrew Impey	- Environment Department
William LoSasso	- Environment Department
Jonathan Meares	- Environment Department
Charlotte Williams	- Environment Department
Zoe Williams	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Alderman & Sheriff Gregory Jones and Edward Lord.

In the Chairman's absence, the Deputy Chairman took the Chair.

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

No declarations of interest were received.

3. **MINUTES**

a) **Draft minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee**

RESOLVED – That, the public minutes and non-public summary of the previous Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 20 May 2025 be approved as an accurate record.

Matters arising

A Member raised a query regarding the Hampstead Heath Ponds item listed for discussion in the non-public session of the agenda.

Officers confirmed that the final decision lay with Members, and the report had been made non-public in order to keep that option open to Members. They explained that it would be possible to conduct part of the discussion in public session, so long as Members were mindful of the need to move into non-public session as appropriate during the debate. This would be addressed later in the meeting, under item 17.

b) **Draft minutes of the Hampstead Heath Consultative Committee**

RESOLVED – That, the public minutes and non-public summary of the Hampstead Heath Consultative Committee meetings held on Tuesday 29 April 2025 and Tuesday 17 June 2025 be noted.

c) **Draft minutes of the Highgate Wood Consultative Group**

RESOLVED – That, the draft minutes of the Highgate Wood Consultative Group meeting held on Tuesday 22 April 2025 be noted.

d) **Draft Minutes of the Queen's Park Consultative Group**

RESOLVED – That, the draft minutes of the Queen's Park Consultative Groups meeting held on Wednesday 14 May 2025 be noted.

Matters arising

A Member asked whether residents in the Queen's Park Consultative Group were supportive of the proposed Splash Pad. Officers confirmed that the Members of the Consultative Group and the constituencies that they represented were supportive of the new water play feature. They noted that they would be setting up some meetings to initiate the community fundraising campaign in the near future.

Another Member sought confirmation on whether it was clear how the Splash Pad would be funded. Officers responded that the majority of funding had been identified through the charity. They noted that they would seek to fundraise the remaining £98,000, and the project would not begin until that money had been raised. They noted that as the Member suggested, they

would also be applying for funding through the HS2 Grant if they were eligible.

A Member raised a question about whether there had been any developments to the timetable for the remarketing of the Café. The Chairman noted that this would be discussed during the verbal update.

4. RISK MANAGEMENT UPDATE

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

A Member requested that Officers provided further information regarding the amber risk of the outbreak of fire in Woodland/Heathland, given the current increase in temperatures. Officers explained that over recent months they had implemented a fire safety training programme. This had focused on fire management strategies, supporting the fire brigade, and managing smaller-scale fires. They noted that the Climate Action Strategy had funded this training and provided the team with advanced fire extinguishing technology.

A Member asked whether there was a risk to the Pergola from the current increased temperatures. Officers responded that while the structure was exposed to both extreme heat and cold, it was not considered to be at risk of fire. They noted that, following a conditions survey conducted last year, a series of tilt monitors and crack gauges had been installed throughout the Pergola. These devices provide live data updates on the structural condition, enabling ongoing monitoring and assessment.

RESOLVED – That, Members confirmed, on behalf of the City Corporation as Trustee, that the Summary Risk Registers appended to the report satisfactorily identified the key risks to each of the charities and that appropriate risk management processes were in place.

5. NATURAL ENVIRONMENT CHARITY REVIEW – UPDATE ON FUNDRAISING WORKSTREAMS

The Committee received a report of the Chamberlain and the Executive Director, Environment which detailed the progress made since 2024 and the next stages of the workplan.

RESOLVED – That, Members:

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

Hampstead Heath

6. ASSISTANT DIRECTOR'S REPORT (HAMPSTEAD HEATH)

The Committee received a report of the Executive Director, Environment which provided Members with an update on matters relating to Hampstead Heath since the last meeting of the Hampstead Heath Consultative Committee and the last meeting of the Hampstead Heath, Highgate Wood, and Queen's Park Committee.

Officers announced that North London Open Spaces was recently awarded eight Green Flag and Green Heritage Awards. Officers and Members commended staff for this achievement.

In relation to the Affordable Art Fair, a Member enquired whether the hirer would consider hosting a second event to make use of the existing infrastructure. Officers acknowledged the potential opportunity and confirmed that this would be taken into consideration for the following year with the hirer. Officers noted that they would update the Committee to any developments in this area. In response to a further question, Officers responded that as the hirer, it would typically be the responsibility of the Affordable Art Fair to find a second event for their space. However, as the opportunity would also benefit the Hampstead Heath Charity, they were working collaboratively on this matter and welcomed input from the City Corporation.

A Member asked how Officers would ensure that the City Surveyor's Department were progressing with the work identified in the Cyclical Works Programme. Officers responded that North London Open Spaces were holding monthly meetings with the City Surveyor's Department to identify projects, make any necessary delegations, discuss priorities and minimise operational disruption.

Another Member thanked the City Surveyor's Department for the funding that was being directed towards these works and noted that the City Corporation should use this to generate good publicity.

The Chairman asked Officers what further work was required to complete the Ponds access project. Officers confirmed that they were awaiting contractors to install the sliding door at the Men's Pond.

The Chairman also asked for an update on the work at the cottages and lodges on Hampstead Heath. Officers confirmed that initial works at the Lodge at Parliament Hill were scheduled to commence in September 2025. They further reported that the final stages of work at the Lodge in Golders Hill Park were expected to be completed within the week. Additionally, they anticipated that works at Kenwood Cottage would be concluded in August 2025.

In response to a query regarding the timeline for the Golders Hill Park Sand Pit project, Officers advised that they were awaiting a legal agreement from Officers at the London Borough of Barnet. In the meantime, Officers confirmed that they were advancing through the procurement process and preparing for a closed tender. They noted that, due to timing constraints, it may not be possible to appoint a contractor to carry out the works during the summer months. However, they emphasised their commitment to ensuring the project was completed as swiftly as possible.

A Member expressed disappointment that the central heating system in the Education Centre had broken and requested an update on the timeline for its repair. Officers confirmed that the heating system had since been fixed. The Member also raised concerns about littering at Hampstead Heath and questioned whether sufficient measures were in place to address the issue. Officers responded that littering was a priority within the annual Communications Plan and that discussions were ongoing regarding the potential effectiveness of additional signage. They explained that Rangers within the Constabulary actively engaged with visitors and encouraged them to take their litter home, highlighting the environmental impact of leaving waste behind. The Member offered to facilitate discussions between Officers at the City Corporation and those at the London Borough of Camden to explore collaborative approaches to signage and public engagement around litter prevention.

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

7. HEATH HANDS UPDATE

The Committee received a report of Heath Hands which summarised the charity's main activities on North London Open Spaces from 1 to 30 April 2025.

Members and Officers commended Heath Hands for the helpful contributions of their volunteers and their collaboration with the City Corporation.

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

8. HAMPSTEAD HEATH REVENUE OUTTURN 2024/25

The Committee received a report of the Chamberlain and Executive Director, Environment which compared the revenue outturn for the services overseen by the Committee in 2024/25 with the budget for the year.

A Member asked how the 2025/26 estimates compared with the 2024/25 revenue outturn. Officers responded that the investment income realised in 2024/25 was £1.39 million, and the budget applied for 2025/26 was £1.437 million, based on a new calculation and methodology.

A Member requested that Officers provide a summary of how the budget had evolved over the past few years, along with a forecast for future years. Officers responded that a direct year-on-year comparison may not be feasible due to the transition to a Grant Funding Model in upcoming years. They noted that they would consider how best to present this information. Officers confirmed that they would undertake a summary analysis of estimates reports from recent years and present this at the next meeting. They noted that significant variations in previous years may be attributed to changes in the Cyclical Works Programme, depreciation, and investment income.

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

9. NATURAL ENVIRONMENT CHARITY REVIEW – ASSETS UPDATE FOR HAMPSTEAD HEATH CHARITY

The Committee received a report of the Chamberlain and Executive Director, Environment which summarised the processes used to audit the land assets held by the City Corporation as trustee of the Hampstead Heath charity.

RESOLVED – That, Members:

- Noted the audit process undertaken for the land assets of the Hampstead Heath charity and the steps to maintain the Asset Register.
- Noted the list of charity land assets of the Hampstead Heath charity included in the appendix of the report.

10. HAMPSTEAD HEATH CAFES

The Committee received a verbal update about the marketing of the Hampstead Heath Cafes. Officers explained that the Hampstead Heath, Highgate Wood and Queen's Park Cafes were all being remarketed and were currently being publicly advertised.

A Member requested that a timeline be provided on the expected process for the remarketing of the leases. Officers noted that an update on this would be provided in non-public session.

A Member queried how scoring would be weighted in lease applications, particularly in cases where a proposal included physical upgrades to the site. The Chairman sought clarity on what extent the Committee would be engaged in the process. Officers responded that they would review the submissions and provide recommendations to the Committee. They noted that, should any matters arise beyond their authority, they would return to the Committee for further direction. Officers also acknowledged that both Members and Officers were likely to receive enquiries from interested parties and confirmed that the City Corporation's response would be shared with Members accordingly.

A Member asked whether the current café operators had been informed about the remarketing. Officers confirmed that the marketing materials had been shared with the existing operators and that they had been encouraged to participate in the process should they wish to do so.

RESOLVED – That, Members noted the verbal update.

11. GRANT FUNDING MODEL UPDATE

The Committee received the presentation which provided an update on the Grant Funding Model that the Hampstead Heath Consultative Committee received at its previous meeting.

RESOLVED – That, Members noted the presentation.

Highgate Wood & Queen's Park

12. ASSISTANT DIRECTOR'S REPORT (HIGHGATE WOOD)

The Committee received a report of the Executive Director, Environment which provided an update on matters relating to Highgate Wood since its last meeting.

Officers noted that work was ongoing to develop the information centre at Highgate Wood to accommodate the newly installed Roman Kiln. They reported that the quotes received from the contractors approached were beyond the

available budget but confirmed that efforts would continue to identify a contractor capable of delivering the project within budget.

A Member highlighted the information centre's proximity to the café and suggested that opportunities arising from the café remarketing should be considered. Officers noted they would take this into consideration. The Member also expressed frustration that concerns had previously been raised about installing the Roman Kiln within the existing building when the project was initiated some years ago, and that the decision to proceed had now resulted in additional costs.

The Chairman acknowledged the achievement of Highgate Wood receiving a Green Flag Award, noting that the site had earned this recognition every year since the award was introduced.

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

13. ASSISTANT DIRECTOR'S REPORT (QUEEN'S PARK)

The Committee received a report of the Executive Director, Environment which provided an update on matters relating to Queen's Park since its last meeting.

A Member raised that they had been contacted by residents regarding the increased charges to hire the park for Queen's Park Day, which was run by the Queen's Park Residents Association. They noted concern that charities would consider not participating in the day if the charges resulted in them losing income. Officers responded that they were in active conversation with the Queen's Park Residents Association and confirmed that the 2025 Queen's Park Day would still be taking place. They explained that the charges had increased as they had previously been at an artificially low level for years and they needed to ensure they were recovering their fees in an appropriate way. They noted that they would continue to be in conversation with the Queen's Park Residents Association about this as they would like to ensure that Queen's Park Day could continue for years to come.

The Chairman also acknowledged the achievement of Queen's Park receiving a Green Flag Award.

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

14. HIGHGATE WOOD AND QUEEN'S PARK REVENUE OUTTURN 2024/25

The Committee received a report of the Chamberlain and Executive Director, Environment which compared the revenue outturn for the services overseen by the Committee in 2024/25 with the budget for the year.

A Member requested that Officers provide a summary of how the budget had evolved over the past few years, along with a forecast for future years.

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

15. NATURAL ENVIRONMENT CHARITY REVIEW – ASSETS UPDATE FOR HIGHGATE WOOD AND QUEEN'S PARK CHARITY

The Committee received a report of the Chamberlain and Executive Director, Environment which summarised the processes used to audit the land assets held by the City Corporation as trustee of the Highgate Wood and Queen's Park Charity.

RESOLVED – That, Members:

- Noted the audit process undertaken for the land assets of the Highgate Wood and Queen's Park charity and the steps to maintain the Asset Register.
- Noted the list of charity land assets of the Highgate Wood and Queen's Park charity included in the appendix to this report.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were no questions raised.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
RESOLVED – That, the report on the Hampstead Heath Ponds Consultation be considered in public session.
RESOLVED – That, a public version of the Hampstead Heath Ponds Consultation report be made available after the meeting.

Hampstead Heath Ponds Consultation

The Committee considered a report that sought authority to conduct a consultation exercise on the access arrangements for the Men's and Ladies' Ponds at Hampstead Heath.

The Executive Director of Environment advised that an overview of the report and its recommendations could be discussed in public session. However, any detailed questions relating to budget, legal advice from the Comptroller and City Solicitor's Department, or input from consultation providers should be addressed in non-public session. Members were supportive of this approach.

The Chairman raised concern that the phrasing of the first recommendation limited the consultation to the Men's and Ladies' ponds and excluded the Mixed pond. Other Members expressed their agreement on this matter. Officers explained that the access arrangements for the Men's and Ladies' Ponds were the focus of national attention following the Supreme Court judgment, and that the Mixed Pond did not raise the same specific issues. However, they were anticipating that questions would be posed and comments received on the operation and use of the Mixed Pond as part of the consultation exercise. They noted that initial work had begun on drafting the consultation questions, but these were still at a formative stage.

Officers clarified that the second recommendation would authorise the Executive Director of Environment to finalise the questions, in consultation with the Chair and Deputy Chair of the Committee and others. It was further noted that the Chair and Deputy Chair would have the opportunity to engage with the whole Committee to gather input on the consultation questions.

A Member welcomed the decision to appoint an external supplier to lead the consultation. They recommended that Officers review previous consultations and consider contacting those consultants who had delivered successful outcomes in the past. The Member also emphasised the importance of the Committee having a clear understanding of the process timeline, noting that it would need to operate within the parameters of the Committee cycle. Additionally, they noted that it would be helpful for the Committee to receive assurance regarding the clarity of the consultation questions.

Another Member sought clarification on whether the scope of the consultation would affect who would be involved in the consultation, or nature of the questions asked. The Executive Director of Environment clarified that it would be an open consultation as they wanted to give all audiences the opportunity to engage in it. Regarding the scope of the consultation, the Executive Director commented that the intention was to focus the remit of the consultation on the Men's and Ladies' Ponds as these were where a review of existing policies was most needed.

Another Member emphasised the importance of identifying pond users within the consultation, noting that it was essential to hear directly from those most affected by the outcomes of the process. Officers acknowledged the Members comment and noted that while they expected to receive a large volume of responses on the consultation, the potential consultation providers had assured them that there were robust ways to filter responses to identify where they were coming from and who was responding to the consultation. They noted that this would enable Members to distinguish feedback from the wider consultation respondents, as well as those that use the ponds.

A Member asked whether it would be possible to send the consultation to those who frequently purchase passes to use the ponds. The Chairman asked to what extent existing purchase records could be used to identify pond users in the consultation, or whether there was a plan to conduct a targeted consultation with the specific pond users. Officers responded that these matters were being actively considered. They noted that while the consultation could not just be limited to pond users, because it would also need to capture the views of people who might be self-excluding, they did intend to highlight those responses in the consultation report provided to Members on conclusion of the exercise.

A Member highlighted the importance of gathering both qualitative and quantitative data through the consultation process. In response, the Executive Director acknowledged this and confirmed that the consultation methodology would be shared with Members in due course. They assured the Committee that the consultation would not be a tick-box exercise, and that efforts would be made to achieve the right balance between qualitative and quantitative information. The Member further suggested that the Committee should consider whether the public should be re-consulted on the final proposals. The Executive Director responded that this would depend on the outcome of the initial consultation, and that once the responses had been analysed, the next steps could be considered. The Chairman summarised that it remained uncertain at this stage whether a

two-stage consultation would be required, and the approach would be reviewed in due course.

In response to Member's earlier comments about making use of past consultations, the Executive Director highlighted that they appreciated Member's previous experiences of consultations and would be making use of this knowledge while developing the consultation. They assured Members that they would be informally seeking views from the Hampstead Heath, Highgate Wood & Queen's Park Committee; the Policy & Resources Committee; the Equality, Diversity & Inclusion Sub-Committee, and the Hampstead Heath Consultative Committee.

Regarding the timeline of the consultation, the Executive Director confirmed that a minimum duration of six weeks was being considered. They noted that the full timescale of the process needed to be determined in consultation with the Chair and Deputy Chair of the relevant committees. The Executive Director acknowledged the level of scrutiny surrounding the consultation and emphasised the importance of balancing the need for timely progress with the requirement for a robust and thorough process.

A Member asked Officers which future meeting of the Committee they anticipated would consider the final proposals. The Executive Director noted that while they could not yet confirm the timeline for this, there could be an additional Committee meeting held to consider this matter as they did not want the process to be bound by the existing Committee schedule. They noted that this could be further discussed in non-public session.

Another Member noted their support for the approach of ensuring the process was carried out properly, while being conscious of the time pressure of the matter. The Member also sought clarity that the final set of questions in the consultation would be developed by the external supplier, with input from Officers. Officers confirmed that while they had started to think about potential questions, the external consultants would be asked to fully develop the consultation materials. The final questions would also need to be approved by leading counsel.

In response to clarity sought about the inclusion of the Mixed Pond in the consultation, Officers explained that while some access arrangements, such as opening hours, could be considered as part of the consultation, there were no plans to change the admissions policy for the Mixed Pond, as all were welcome.

Regarding the matter of the pre-action protocol letters that had been received, Officers noted that they had received a follow-up letter from the solicitors acting for Sex Matters. They explained that Sex Matters were renewing their demand for the current trans-inclusive policy at the Ladies' Pond to be withdrawn by Friday 18 July, noting that otherwise a judicial review claim would be issued, and interim relief would be sought. Officers advised against withdrawing the current policy at this stage and stated that they did not believe that an interim application would be successful. They cautioned against acting prematurely, emphasising

the importance of gathering all relevant information before making a decision, particularly as there had been no substantiated problems with the current policy. A Member commented that changing the policy without the necessary consultation could also expose the process to further risk of judicial review, as there would be no substantiated basis for such changes. Officers agreed that the City Corporation would potentially be exchanging one claimant for another.

A Member sought assurance that provisions were in place to support Officers on Hampstead Heath that were involved in operations with the ponds. The Executive Director noted that they were working to ensure the staff had the support they needed, and this would be an evolving matter throughout the process. They noted that they would continue to check in with the staff, and that working with the Committee was critical to ensure they could continue providing staff with the support that was required. Members assured Officers that they would have their support on this matter. Officers added that they had recently implemented a more robust reporting mechanism to report antisocial behaviour from members of the public and they would encourage staff to use that process. In response to a query from another Member, the Executive Director assured the committee that lifeguards were a main consideration in the support that was being provided to front-line staff.

The Chairman moved that the first recommendation be amended to include the access arrangement for the Mixed Pond in the scope of the consultation. The Committee unanimously supported the amendment.

A Member requested clarification on how the Equality, Diversity and Inclusion (EDI) Sub-Committee would be involved in the consultation process. The Executive Director explained that the outcomes of the consultation would be presented to the EDI Sub-Committee for input prior to being considered by the decision-making Committees. They also noted that informal input as to the consultation itself would be sought from the EDI Sub-Committee, the Policy & Resources Committee, and the Hampstead Heath, Highgate Wood and Queen's Park (HHHWQP) Committee in the coming weeks. The Member expressed concern that involving multiple Committees could delay the process and queried whether the HHHWQP Committee should act as the sole decision-maker. The Executive Director explained that the Policy & Resources Committee was involved in the process as its terms of reference included matters of policy and strategic importance, as well as policies and practices in respect of equality diversity and inclusion, with the EDI Sub-Committee reporting to it.

A Member requested that the final consultation questions be circulated to Members once they had been confirmed. The Executive Director of Environment confirmed they were aiming to gather informal feedback from the relevant Committees on the content of the consultation, and the questions would then be finalised with the consultation providers. They assured Members that they would also seek comments from Members on the final programme for the consultation.

RESOLVED – That, Members agreed that a consultation exercise on the access arrangements for the Men's, Ladies' and Mixed Ponds should be carried out.

RESOLVED – That, Members authorised the Executive Director of Environment, in consultation with the Comptroller and City Solicitor, as well as with the Chairs and Deputy Chairs of both the Hampstead Heath, Highgate Wood and Queens Park Committee and the Policy and Resources Committee, to:

- a. Finalise the consultation questions and materials.
- b. Finalise the consultation programme, including timescales.

RESOLVED – That, Members agreed that the current access arrangements remain unchanged pending the carrying out of the consultation exercise and consideration of its product by this Committee and the Policy and Resources Committee in due course.

The Committee agreed to discuss the remaining recommendation in non-public session.

18. **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.

The Committee agreed to consider the Hampstead Heath Ponds Consultation before the Non-Public Minutes.

19. **NON-PUBLIC MINUTES**

- a) **Draft Non-Public Minutes of the Hampstead Heath, Highgate Wood And Queen's Park Committee**

RESOLVED – That, the non-public minutes of the previous meeting held on 14 January 2025 be agreed as a correct record of the meeting.

- b) **Draft Non-Public Minutes of the Hampstead Heath Consultative Committee**

RESOLVED – That, the non-public minutes of the Hampstead Heath Consultative Committee were noted.

20. **HAMPSTEAD HEATH PONDS CONSULTATION**

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

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

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

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

The Committee received a verbal update from Officers of the Environment Department.

23. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
There were three questions raised in non-public.

24. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
There was no urgent business discussed in non-public.

The meeting ended at 6.35pm.

Chairman

Contact Officer: Zoe Williams
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HAMPSTEAD HEATH CONSULTATIVE COMMITTEE **Tuesday, 16 September 2025**

Minutes of the meeting of the Hampstead Heath Consultative Committee held at
Committee Room 2 - 2nd Floor West Wing, Guildhall on Tuesday, 16 September
2025 at 5.30 pm

Present

Members:

William Upton (Acting Chairman)
Liz Andrew, London Natural History Society
John Arnoldi, Heath Hands
John Etheridge, South End Green Association (attended virtually)
Colin Gregory, Hampstead Garden Suburb Residents' Association
Michael Hammerson, Highgate Society (attended virtually)
Dr Gaye Henson, Marylebone Birdwatching Society (attended virtually)
Ella Mitchell, Hampstead Rugby Club
Helen Payne, Friends of Kenwood
Susan Rose, Highgate Conservation Area Advisory Committee
Alethea Silk
Richard Sumray, London Council for Sport and Recreation
Jeff Waage, Heath & Hampstead Society

Officers:

Jack Joslin	- City Bridge Foundation
Joseph Smith	- Corporate Strategy & Performance
Emily Brennan	- Environment Department
Tom Hoyle	- Environment Department
Jo Hurst	- Environment Department
Andrew Impey	- Environment Department
William LoSasso	- Environment Department
Jonathan Meares	- Environment Department
Charlotte Williams	- Environment Department
Zoe Williams	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Nick Bradfield, Alderman & Sheriff Gregory Jones and Michele Martin-Williams

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

No declarations of interest were received.

3. MINUTES

a) Draft Minutes of the Hampstead Heath Consultative Committee

A Member raised a typographical error on page 9 that "backs" should be changed to "banks".

The Highgate Society representative noted that they had not been contacted by Officers following their query about an archaeological strategy. Officers confirmed that they would be in touch with the Member following the meeting.

RESOLVED – That, the draft public minutes and non-public summary of the Hampstead Heath Consultative Committee meetings held on Tuesday 17 June 2025, as amended, were agreed as a correct record of the meeting.

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

RESOLVED – That the draft public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on Tuesday 16 July 2025 be noted.

c) Minutes of the Hampstead Heath Sports and Wellbeing Forum

The representative of the London Council for Sport and Recreation (LCSR), also the Deputy Chairman of the Hampstead Heath Sports and Wellbeing Forum, noted a correction to their name under item 2.

The LCSR representative acknowledged that concerns had been raised by sports clubs regarding delays in the approval process for events. They emphasised the importance of maintaining positive relationships with these clubs and expressed hope that such issues would be resolved promptly moving forward. The Chairman added that an event scheduled at the Lido had to be cancelled due to these delays and queried whether the issue stemmed from staffing shortages or challenges with the implementation of new systems.

Officers responded that measures were being taken to ensure all events, including those that had previously operated outside of the formal event policy, now followed the appropriate approval process. This was to ensure that activity levels on the Heath remained manageable, health and safety standards were upheld, and spaces were used appropriately. They acknowledged that staffing levels had contributed to the delays, but assured Members that applications were being processed as quickly as possible, and that this new event had been approved and occurred successfully. Officers also reiterated their appreciation for the work of the athletic clubs on Hampstead Heath and affirmed their commitment to supporting these organisations.

It was also raised that sports clubs at Hampstead Heath had not been able to access the facilities to provide tea and coffee when using the athletics track, on the grounds of health and safety issues. Officers responded that they were engaged with the athletics club about such issues and explained that they needed a license to use the kitchen and continue serving teas and coffees. They noted that they will support the club through this process, and they were working with them to review the request. The representative of the Hampstead Rugby Club noted that it would be helpful to know a timeframe for when such arrangements could be in place.

The LCSR representative noted that the relevant Officer from the Environment Department had not attended recent Pro-Active Camden meetings. In response, the Chairman requested that a substitute Officer be arranged to attend in cases where the assigned Officer is unavailable. Officers explained that their absence from the last two meetings was due to a scheduling conflict with City Corporation Committee meetings, and the Officer who would normally attend as a substitute was on annual leave at the time.

The Member also queried whether it would be possible to hold a young-persons Park Run at Hampstead Heath, in addition to the regular Saturday morning event. Officers explained that the Park Run, which was organised by volunteers, was already operating over capacity each week. They noted that before they explored other activities on the Heath, their priority was to ensure the current activities had the appropriate safeguards in place.

RESOLVED – That the minutes of the Hampstead Heath Sports and Wellbeing Forum were noted.

d) Matters arising

The Committee noted that the Deputy Chairman of the Hampstead Heath, Highgate Wood and Queen's Park Committee, William Upton KC had been asked to continue to act as Chairman of the Consultative Committee whilst the Chairman, Alderman & Sherriff Gregory Jones KC, was engaged in his Shrieval role

4. **APPOINTMENT OF A REPRESENTATIVE FROM ENGLISH HERITAGE** The Committee received a report of the Town Clerk concerning the appointment of a Member to the Hampstead Heath Consultative Committee.

RESOLVED – That, the Hampstead Heath Consultative Committee support that Simon Cranmer, nominated by English Heritage, be appointed as a Member of the Hampstead Heath, Highgate Wood and Queen's Park Committee for the consideration of business relating to Hampstead Heath, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

5. **ASSISTANT DIRECTORS UPDATE**

The Committee received a report of the Executive Director, Environment which provided Members with an update on matters relating to Hampstead Heath since its last meeting.

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

Officers noted that 10 small leaky dams had been installed on the Heath Extension and allotment streamline along the edge of Cohen's Field. They acknowledged that these projects had been supported by volunteers from Heath Hands. Officers further explained that they had engaged with Conways to alter the profiles of the pathways in the East Heath so that surface water from rain was

deflected onto the grass and into Hampstead Number 1 pond, rather than flowing down the pathways and onto East Heath Road.

The representative for the Hampstead Garden Suburb Residents' Association noted their request that Officers provide a paper at a future meeting on water management issues at Hampstead Heath.

The Chairman noted the positive news regarding the works to remove the Model Boating Pond causeway and requested a further update. Officers responded that they had not yet received approval from the London Borough of Camden as they had requested further information about benefits to biodiversity. Officers confirmed that this had delayed the timeline for beginning the project and they were staying in contact with the contractor to ensure works could begin as soon as there was permission to proceed.

The representative for the Highgate Society noted the sighting of an Alder Moth Caterpillar and Purple Emperor Butterfly at Hampstead Heath as detailed in the report.

Priority 2: Heritage aspects and landscape character are maintained

The representative from the London Council for Sport and Recreation (LCSR) requested an update on capital funding and any bids being made for the Hill Garden Pergola project. Officers responded that, while no capital funding had yet been allocated, an expression of interest had been prepared for submission to the National Lottery Heritage Fund. They noted that feedback would be sought from a fundraising consultant prior to submission, and that if invited to submit an application following the submission of the expression of interest, the full process to the National Lottery Heritage Fund was expected to take approximately one year. The LCSR representative raised concern that this would lead to further deterioration and queried whether it could still be used during this period. Officers responded that City Surveyor's department had the budget to continue with their stabilising works in the short term and were actively engaged in the project.

The Chairman asked whether the fundraising consultants would be reporting on this matter. Officers responded that a draft fundraising report was being considered by Officers, however this did not specifically consider the Hill Garden Pergola. Regarding the Conservation Management Plan (CMP), Officers explained that this would ideally be completed before the expression of interest to the National Lottery Heritage Fund was submitted. They noted that the CMP was a welcome development as it would outline the future plans for the care of the facility. Officers explained that this work should support any application for funding.

The Chairman asked for an update on the appointment of a Business and Development Manager. Officers responded that they had successfully appointed a Head of Development and Partnerships who would be introduced to the Committee in due course.

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

The Chairman raised that planning permission had been granted for the installation of solar panels on the roof of the Lido. They noted that this project would be carried out through funding from the Climate Action Strategy.

Regarding the recent International Biodiversity of Pollards conference, the representative for the Hampstead Garden Suburb Residents' Association (HGSRA) asked whether there was new information to learn from this conference about pollarding. Officers provided further information about the conference and noted that their Tree Team worked with Burnham Beeches each February to develop their skills in managing veteran trees and helping with Burnham Beeches' Beech Pollards.

The Highgate Society representative queried whether the conference produced any new information that could help in maintaining the ancient pollards in Highgate Wood. Officers noted that this was not part of the subject matter discussed in the conference, but they could discuss these matters with the Member following the meeting. They noted that Dr Helen Read MBE would shortly be publishing a book on the management of veteran pollards which might contain some useful information in this area.

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

The Chairman noted their congratulations to the staff for the completion of the Ponds Accessibility Project.

The Chairman asked for an update about the repairs at the Parliament Hill Lido. Officers responded that they would be meeting with the City Surveyor's department in the coming week to conduct a detailed assessment of the wall. They assured Members that if there were any immediate danger to staff and the public, the City Surveyor's department would carry out any necessary mitigation that the engineer recommended. Officers further noted that the cost for dismantling and rebuilding the wall would be significant and subject to listed building consent and available funding. The Chairman asked whether there would be a contingency fund available to cover this work or if it would create a delay for other projects. Officers noted that they could have the City Surveyor's department provide a detailed answer to this in the upcoming Hampstead Heath, Highgate Wood and Queen's Park Committee meeting.

Regarding the Ponds Access project, the HGSRA representative noted that they hoped the Hampstead Heath Consultative Committee would have the adequate opportunity to contribute to the process. Officers confirmed that they would be consulting with the Hampstead Heath Consultative Committee at a high level, however they could not take on detailed feedback on the questions in the consultation as these would be guided by the expert consultants. The Member asked whether there was an expected timetable for the related exercises within the City Corporations Equality, Diversity and Inclusion Sub-Committee and the publication of the Equalities and Human Rights Commission's (EHRC) guidelines. Officers advised that they did not have specific information regarding the City Corporation's timetable for the work in question but confirmed that it was being treated as a priority. They noted that the City Solicitor had advised this project would be carried out independently to the Ponds Access project.

It was explained that the City Corporation's review of its gender identity policy would follow a formal review process, which would commence once the revised statutory guidance from the Equality and Human Rights Commission (EHRC) had been published. Officers also noted that the outcome of the consultation on the Ponds Access project would not be available until mid-December at the earliest.

The LCSR representative noted that it remained unclear, following the charity review, whether responsibility for the matters in question lay with the charity or the City Corporation. They emphasised that the issues raised were of significance to both parties. In response, Officers advised that the City Solicitor had confirmed the City Corporation held responsibility for these matters, and that they did not fall within the remit of individual City Corporation charity committees. Officers further clarified that the consultation was being funded through the City Corporation's central budget, rather than the charity's budget.

Priority 6: Diversity and equality

The Chairman asked whether there was a further update on the sandpit at Golders Hill Park. Officers responded that they were working with the London Borough of Barnet to get an agreement in place, as they would be providing a significant amount of NCIL funding. The HGSRA representative expressed their concern about the delay in this project.

Priority 7: Increased sense of collective ownership and personal responsibility &

Priority 8: Visitor behaviour is pro-environmental

The representative for the Heath & Hampstead Society commented that concerns had been raised about unauthorised activity in non-swimming ponds over the summer period, noting that this had caused destruction of nests and breeding sites. The Member asked whether such activity had increased over the years, and how it could be dealt with in the future. The Member suggested that the ponds strategy review consider how they could encourage people to respect the conservation ponds. Officers responded that while they were uncertain on whether activity in the non-swimming ponds had increased, they shared the Members concerns about the damage that this caused and noted this was not appropriate behaviour. They commented that the recruitment of four additional Constables may help this but acknowledged that it was a much larger issue that needed to be reviewed separately. Officers agreed to include this matter as part of the review of the existing ponds strategy.

The LCSR representative reiterated ongoing concerns regarding swimming in non-swimming ponds and the limited constabulary presence at Hampstead Heath. They expressed particular concern about the broader health and safety implications for the public, noting that the current level of constabulary was insufficient to respond effectively to incidents at the ponds. It was highlighted that the lack of visibility and presence on site contributed to inappropriate behaviour taking place. The Member suggested that the Committee consider pressing for a further review of constabulary staffing levels at Hampstead Heath.

Officers acknowledged that the City Corporation's restructure two years ago had significantly impacted resources available to North London Open Spaces. They noted that a right-sizing exercise was required to assess the staffing levels

needed to support business-as-usual operations. This exercise would inform both the business planning process and the funding request for the following financial year. Officers further explained that as part of the business plan they would be conducting a review of the Constabulary, once a full year had passed under the current staffing arrangements. It was noted that Officers were actively monitoring all relevant incidents and breaches of by-laws on the Heath to ensure that any future requests for additional resources were supported by robust data. The Member noted that there needed to be more enforcement around the Heath and acknowledged that the lack of this was partly a problem of resourcing.

The representative for the Highgate Conservation Area Advisory Committee raised concern that there was not a clear way in which the public could report incidents in at Hampstead Heath. They noted that while they could phone the Constable on duty, there was not a guarantee that they would answer. They also commented that the Metropolitan Police were not familiar enough with the grounds at Hampstead Heath to assist effectively, particularly if an incident occurred whilst it was dark. The representative for Friends of Kenwood agreed and noted that if the staffing levels in the Constabulary improved it could prove beneficial to have English Heritage involved due to the constabulary's presence on Kenwood Lands.

Officers acknowledged that there was public signage on how to contact the Constabulary at Hampstead Heath. They noted that once additional Constabulary had been hired, they would consider expanding the hours of Constables on duty. Officers also assured the Committee that while the Constabulary cannot enforce at Kenwood, they would provide them with as much support as possible. Officers commented that the new information hut at Parliament Hill may be helpful as a new central point of contact.

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

The representative of the Hampstead Garden Suburb Residents' Association (HGSRA) asked how concerns at West Heath were being addressed. Officers responded that they were committed to a partnership approach and noted that, at the conclusion of the previous meeting with Hampstead Heath partners, it was agreed that all parties could contribute to managing the issue. Officers explained that during a recent walk-through with the Metropolitan Police, the focus had been on tackling the most serious illegal activity and identifying ways to support individuals affected by drug use on the Heath. They added that the next step would be to agree among various parties what a shared approach would look like. The Member emphasised the importance of continuing to communicate a clear message of reassurance from both the Constabulary and the Metropolitan Police regarding personal safety on Hampstead Heath. Officers confirmed their commitment to maintaining and promoting this message.

Priority 10: Responsible management

The HGSRA representative commented that it was unfortunate to see Legionella had been found in the Heath Extension changing rooms and requested further details. Officers acknowledged that this had been a recurring issue, noting that substantial funds had been spent on cleansing and testing the water systems.

They explained that the problem stemmed from the infrequent use of the changing rooms, and it required significant staff time to flush the system weekly. Officers assured Members that they were actively working with the City Surveyor's department to identify a permanent solution. They acknowledged that, if a solution was not found, the potential closure of the facility may need to be considered. However, this was not the preferred outcome.

Members also were informed that the changing rooms systems were disinfected on 23-24 August, and it would take 2 to 3 weeks to receive the test results back. The Chairman requested that the London Council for Sport and Recreation (LCSR) raise the matter at the sports forum to explore whether volunteers could assist with flushing the systems. The LCSR representative agreed to do so but noted that resolving the issue typically required technical expertise. Officers also mentioned ongoing discussions with engineers to assess whether adjusting the water temperature could help mitigate the problem.

Cafe remarketing

Officers provided an update to Members of the remarketing of the cafes on Hampstead Heath. They noted that the deadline for the submission of bids was 24 September 2025 and following this, submissions would be reviewed and recommendations reported to the Hampstead Heath Consultative Committee and the Hampstead Heath, Highgate Wood and Queen's Park Committee. They emphasised there were a number of factors that would be considered in this process, and it would not be a solely profit-driven exercise.

The representative for the Highgate Conservation Area Advisory Committee noted that they had been contacted by members of the Cafe working party from 2016 who had expressed concerns about the remarketing of the cafes. The Member noted that the Parliament Hill Cafe was a valued space in the local area, appreciated for its accessibility and affordability. They explained that it would be beneficial for the community's trust in the process to provide the criteria that was being considered in the remarketing. The Member emphasised that the process should be undertaken carefully, cleanly and openly.

The LCSR representative noted that it would be important to also publish the weighting of the criteria. The representative of the South End Green Association agreed with these points, noting that local groups had expressed their concerns that the exercise has begun without consultation. They also sought assurance from Officers that no decision would be taken before the Consultative Committee's additional meeting in November.

Officers responded that they recognised the community value of the current cafe and the element of social cohesion that it brought to the area. They noted that they were eager to build upon this legacy. Officers explained that criteria being considered in bids had been publicly shared in a news release, and they had welcomed participation from everyone, including the current operators. As it was a remarketing of the cafes, and not a public procurement, Officers noted that they would not be sharing the weighting of the criteria. They explained that this decision was taken at the advice of the agents who specialised in food and beverages. Officers assured Members that they had issued a press release about the cafes remarketing and contacted the current operators to inform them

in advance of the process taking place. Officers also confirmed that any paper presented to the Hampstead Heath, Highgate Wood and Queen's Park Committee for decision would be considered by the Hampstead Heath Consultative Committee first.

In response to a further query about public attendance during the discussion of the cafes in the additional meeting, Officers confirmed that the matter would be discussed in non-public session as it was a commercial transaction.

The Chairman expressed surprise at the Café Working Group's interest in being involved in the current process, noting that there had been no contact from the group since the matter was last considered in 2016. He further clarified that the Café Working Group did not hold a formal role in this process.

The Chairman explained that the process was being undertaken was to ensure that the City Corporation as corporate trustees were serving the best interests of Hampstead Heath. They noted that cafe businesses must expect to be subject to scrutiny, regardless of their relationship with the community. They noted that if the current operators felt they were the best option they should try to represent this in their proposal.

Events update

Officers thanked the Heath and Hampstead Society for running the Natural Aspect Summer Concert in August, as well as the annual kite event. They recognised the significant number of volunteers that it took to make this happen.

The representative of the Hampstead Rugby Club also noted that the 26th Hampstead Heath Duathlon was held in September and expressed their gratitude to Officers for facilitating this.

Update from the City Surveyor's department

The HGSRA representative commented that, while understanding of the transition to the Grant Funding Model was progressing, further discussion would be required as the process continued. They emphasised the importance of clarifying how the local budget interacted with the City Surveyor's department's budget. While they acknowledged that the appendix to the report was more legible than previous iterations, they noted that it remained high-level and expressed a desire for greater detail regarding operations and prioritisation.

The representative from the Heath & Hampstead Society agreed, suggesting that the presentation could be improved by clearly highlighting information specific to Hampstead Heath. They expressed concern about fluctuations in funding, noting that anticipated themes driving these changes were not clearly explained. They asked for clarification on the reasons behind the annual increases and decreases in funding for Hampstead Heath, and whether this variability posed a risk under the Grant Funding Model moving forward.

Officers explained that the Finance Transformation Lead within the Chamberlain's Department was working closely with the Superintendents to implement a new system that would enable clearer identification of the main operating costs in terms within the local risk budget. They noted that the transition

to this system was being used as an opportunity to right-size the budget and try to build operating costs into the budget framework. Officers further explained that the existing methods of financial governance and reporting had made it challenging to transparently track how costs were allocated and where funding had come from.

Where fluctuations in the budget were observed, Officers clarified that these were often due to external funding streams, such as the Cyclical Works Programme (CWP). They further commented that the ongoing Natural Environment Charity Review would examine how other budgets that directly impact the charities were governed and managed.

Officers further commented that they held monthly meetings with the City Surveyor's Department about the delivery of the CWP. In terms of prioritisation, they explained that they had engaged with the department to ensure appropriate priorities were discussed.

Officers acknowledged that the CWP was a significant undertaking for the City Surveyor's Department, who had been upskilling and collaborating with the Environment Department to ensure smooth delivery. Officers emphasised that projects were only progressed when there was sufficient oversight to ensure quality outcomes.

Officers also confirmed that the City Surveyor's Department had found sufficient funding to repair the water fountains on Hampstead Heath. They explained that they were working with the Heath & Hampstead Society on finding an appropriate design that worked with Hampstead Heath, as a member of Heath & Hampstead Society was generously partially funding this overall project, and this was likely to be installed over winter.

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

6. HEATH HANDS UPDATE

The Committee received a report of Heath Hands, which detailed recent highlights, and its work towards its strategic objectives.

The representative of Heath Hands provided an introduction to the report. The Chairman suggested that a new name be considered for the information hut. The Heath Hands representative responded that they would welcome suggestions.

The representative from the Heath & Hampstead Society noted that previous discussions had included the potential redevelopment of the Parliament Hill Café to incorporate a visitor centre. They commented that the information hut could serve as a useful indicator of public interest in such a facility and presented an opportunity to explore new ways of engaging visitors on the Heath.

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

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

Fundraising consultants

The representative of the Heath & Hampstead Society commented that they had had a useful meeting with the fundraising consultants. They queried whether the fundraising consultant's report would be available to consider in the proposed additional meeting. Officers confirmed that they could include this in the agenda to consider, potentially as part of the report on the Grant Funding Model framework.

Venue for Hampstead Heath Consultative Committee meetings

The Chairman asked for an update on the process for moving the venue of Hampstead Heath Consultative Committee meetings to Hampstead Heath, noting that the Committee had expressed an interest in this in the past. The Town Clerk explained that a site assessment had been carried out to assess whether the site at Parliament Hill would meet the accessibility criteria required to hold a City Corporation Committee meeting at this location. Following this assessment, the Assistant Town Clerk had advised that it would not be appropriate to move the meetings to this venue until the accessibility concerns could be adequately addressed. They also advised that there would not be funding available from the Member Services budget to provide catering and Officer transport to this alternative location, and the Environment Department would not have the budget to absorb these costs.

The Chairman queried whether Members of the Consultative Committee could claim their expenses for travelling to Guildhall. The Town Clerk responded that they would confirm this with the Member after meeting.

The representative from the London Council for Sport and Recreation expressed concern, noting that they had attended various meetings at Parliament Hill and that the Hampstead Heath Consultative Committee had previously met there and at other nearby venues. In relation to health and safety, the Member emphasised that their primary concern was with the issues present on Hampstead Heath itself, rather than those associated with the meeting venue. They added that enabling more Members to attend in person was important, and every effort should be made to facilitate this. The representative of Heath Hands commented that they would be interested to see a cost comparison of what was spent on Member's transport to Guildhall, compared to transporting Officers to Hampstead Heath.

The representative of Highgate Conservation Area Advisory Committee commented that they believed they were more exposed to danger on public transport to Guildhall than they would be walking to Parliament Hill.

The Chairman noted that these comments would be fed back to the Town Clerk's department, and they would ask for further analysis of the issue.

The HGSRA representative queried whether the necessary remedial works that were needed to improve the safety of the building at Parliament Hill could be

addressed by the City Surveyor's department. Officers from the Environment Department commented that the cost of the infrastructure improvements required could not be absorbed through the local risk budget, however they were not able to speak to these works being undertaken by the City Surveyor's department.

The Chairman suggested that this matter be discussed by the Hampstead Heath, Highgate Wood and Queen's Park Committee as to where the priorities were within the budget. The Chairman also suggested that a note from the Town Clerk be circulated to the Hampstead Heath Consultative Committee for Members to fully understand the issues raised.

Environment Department staffing announcement

It was announced that the Head of Conservation, Jonathan Meares, would be retiring at the end of January 2026. Officers and Members noted their gratitude for Jonathan's support to the Heath and Committee over the years. Officers confirmed that they had been actively recruiting for a new Head of Conservation.

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

There was no urgent business.

9. **DATE OF NEXT MEETING**

The Chairman noted that an additional meeting was likely to be held on the week commencing Monday 3 November. The Town Clerk explained that the date and time of this meeting would be sent to Members once it had been confirmed. The Chairman explained that the subjects discussed in the meeting would be the cafe remarketing, the Hampstead Heath Ponds, and the Grant Funding Model framework.

10. **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, Page 14 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.

11. **NON-PUBLIC MINUTES**

a) Draft Non-Public Minutes of Hampstead Heath Consultative Committee

RESOLVED – That, the non-public minutes of the previous meeting held on Tuesday 17 June 2025 be agreed as a correct record of the meeting.

b) Draft Non-Public Minutes of 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 Tuesday 16 July 2025 were noted.

c) Matters arising

One matter was discussed.

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

There were no questions raised in non-public session.

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

There was no urgent business raised in non-public.

The meeting ended at 8.05pm

Chairman

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

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Minutes

Hampstead Heath Sports & Well-being Forum

24 April 2025 at 18:00

Parliament Hill Conference Room & MS Teams

ATTENDEES:

Members:	Richard Sumray		Hampstead Heath Consultative Committee
	(Deputy Chair, acting Chair)		
	Joseph Lowe		Highgate Harriers
	Sandy Nairne		Hampstead Heath Croquet Club
	Felicity Moir		Mixed Pond User Group
	Emma Rea		Parliament Hill Fields Lido User Group
	Robert Gibbs		Hampstead and Highgate Angling Society
	Scott Davis		Hampstead Rugby Club
	Cassie Bridger	Online	Barnet Council
	Deborah Bush	Online	Pro-Active Camden
Officers:	Karin Oleinikova		Heath Hands
	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 and Engagement Manager, City Corporation / Chief Executive, Heath Hands
	Helen Evans		PA to Superintendent (Minutes), City Corporation

Enquiries: helen.evans2@cityoflondon.gov.uk

Agenda Items and Minutes

1. Apologies

Greg Jones (Chairman), Jennifer Lovell

2. Introductions

Richard Sumray welcomed the group to the newly reformed Forum with its strategic focus.

3. Review of minutes and Terms of Reference from 28 November 2024

The minutes of the previous Hampstead Heath Sports and Well-being Forum held on 28 November 2024 were reviewed and accepted as presented.

4. Actions and matters arising

4.1 Provide clarity on funding, budgets and processes

- a. Officers caveated that budgets affecting the Heath are complex, but that there are generally three ways physical assets are invested in and/or maintained:
 - i. Cyclical Works Programme (CWP): repairs and maintenance projects that are required on a cyclical / life cycle basis that are funded and delivered by the City Surveyor's Department.
 - ii. Planned Preventive Maintenance and Repairs Programme: planned preventative maintenance and reactive repairs that are funded delivered by the City Surveyor's Department
 - iii. Capital projects: one-off funding for new/significant projects, funded centrally (eg, Athletics Track Project)
- b. Capital Projects described in 4.1.a.iii also require risk and contingency budgeting. The Athletics Track Project required additional funding from the Local Risk budget.
- c. Bill offered his thanks to the Chair and Deputy Chair for their work securing funding for the Athletics Track, noting how hard it is to get funding.

- d. There is a project management system at the City Corporation, which is currently being updated.

4.2 Give it a Go event

- a. Officers mentioned that after a review, it has been decided that 'Give it a Go' (GIAG) will not be run by the City Corporation this year due to low numbers recently and lack of Officer capacity, which the group acknowledged and understood.
- b. Some groups will offer their own open sessions on Sunday 13 July.
- c. Officers and the Camden Council representative noted that they will be happy to promote any individual events.
- d. Officers mentioned the need for clubs to monitor club / sport uptake after these events to gauge the success of these days.

4.3 Historical survey results

- a. Officers confirmed they were unable to locate any historical surveys of sports users on the Heath.

5. **Presentation by Heath Hands: *Heath Hands' Health and Well-being Programme***

Colin Houston and Karin Oleinikova delivered a presentation on the work of Heath Hands (HH) and its role in social prescribing, with the aim of making the Heath a destination – offering the chance to get involved with conservation, walks, ecological monitoring and surveys, school sessions, art, mindfulness sessions and litter picks. The presentation is attached for reference. Specific points made include:

- a. The traditional volunteer model might not be fully suitable for the future; HH are rethinking this model to further promote access.
- b. The charity is considering increasing sessions to include weekends and improving access to those at work. Developing greater flexibility in the scheduling of activities will allow greater engagement from differing backgrounds.
- c. Heath Hands seeks to continue to diversify its membership and remain accessible to the surrounding community
- d. The Forum noted and celebrated the expansion of HH in the last few years and its evolution to take on responsibility. The future of HH will involve developing

more sessions, more well-being initiatives, diversifying to increase access, and reaching out to different boroughs.

ACTION: (COL) to send newsletter link to Heath Hands for events and linking up.

ACTION: (HH) Heath Hands to connect with Camden, who can offer support: funding, comms support, alignment of strategies to offer more collaboration.

6. Discussion on presentation and well-being programmes on the Heath

A conversation ensued from the above presentation, and the main points were:

- a. Members would like to get involved to help out with planting and conservation, advertising this to their respective groups and members who are keen to participate.
- b. Groups can propose ideas for planting projects and volunteering at operational meetings and Officers will assess feasibility and capacity.
- c. Heath Hands to consider the management plan and consider which conservation projects they could communicate to particular groups and collaborate on in future.

ACTION: (COL) to create an annual report to summarise the sports, events and activities held on the Heath each year and their impact on well-being.

7. Updates from City of London Corporation:

Officers gave an update on the various facilities on the Heath:

a. Lido and Ponds

- i. PJ raised that the Lido during winter is increasingly popular, with up to 400 swimmers a day in winter. The sauna continues to be a very popular draw.
- ii. Women have been transferred to Mixed Pond for refurbishment works.
- iii. Electrical works at the Lido led to its closure for 10 days.
- iv. Work undertaken to the terraces at the Lido, as well as a planning application for more PV panels on the roof.
- v. Funding has been secured for roller shutters on observation huts at the Men's and Mixed Ponds.
- vi. Men's Pond jetty and diving board have been refurbished and reinstated.

b. Athletics Track

- i. Track refurbishment: a 12-month review and inspection has been carried out and it has passed successfully. It was noted lanes one and two have more wear and tear as is expected and is typical; we are looking into encouraging runners to use the other six lanes more.
- ii. UK Athletics donated money for a new hammer net installed recently.
- iii. Officers are looking at funding to repair the shotput area.
- iv. Officers have ordered new starting blocks and hurdles and are trying to source a new container on track to house equipment.
- v. We have retained TrackMark certification until 2029.
- vi. As previously mentioned, there will be no Night of the 10,000m PBs this year, but this will hopefully return in 2026.
- vii. Highgate Harriers rep. raised the application for 5000m event taking place on 4 July that they had submitted in October, which was being reviewed by officers, expressing concern in the review timeline and asking for clarity on new sports event applications so that they can be submitted with sufficient time for Officer review and, if approved, event planning to occur, which officers will provide.

c. Cricket

- i. Officers have been liaising with Capital Kids Cricket (CKC) in West Ham Park and Whitechapel in East London, to engage local kids in cricket, with potential to introduce on the Heath.
- ii. It was mentioned there is West Hampstead Cricket as well as quite a lot of cricket clubs locally with junior teams. We should leverage these too, including liaison with Canons Cricket Club.
- iii. DB mentioned she has contacts here and would be happy to get involved to connect and amplify.

d. Events update

- i. There will not be the events Night of the 10k PBs or GIAG in 2025, but it is hoped both events will return in 2026.

ACTION: (Events Manager) to ensure that the event application form(s) captures necessary information to review event proposals and the process is reviewed to ensure that necessary information is obtained, in sufficient time, to ensure that approved events can proceed with all necessary timescales for successful delivery.

ACTION: (CW) work with Camden on Cricket outreach.

8. Agenda for next meeting

It was decided that one or two of the following would be chosen:

- i. GIAG 2026: Further discussion required as decided in respective agenda item.
- ii. Sporting events on the Heath: How events are applied for and proposed.
- iii. Supporting the Hampstead Heath Management Strategy: How do groups and users support delivery?
- iv. Well-being: Return to this topic with updates from clubs to support the overarching development of the Heath strategy.

9. AOB

- a. The Chairman and Superintendent thanked the Forum for the lively discussion in the first of the newly oriented Sports & Well-being Forum, reflecting that the focus allowed for important issues.
- b. Defibrillators – a member brought up that one is required on the Heath Extension. Our defibs don't appear on the national list because then they become public-use defibs and there is not only process around offering these to the public in terms of access and maintenance, but in the event of an emergency it could be that these are not available, and there is the risk they are not returned or are vandalised.

ACTION: (CW) to consider the provision of public-use defibrillators.

Date of Next Meeting: 6 November 2025

Meeting ended: 20:00

City of London Corporation Committee Report

Committees: Hampstead Heath Consultative Committee – For Discussion Hampstead Heath Highgate Wood & Queen’s Park Committee – For Decision	Dated: 16 September 2025 21 October 2025
Subject: Appointment of the Member of English Heritage to the Hampstead Heath Highgate Wood & Queen’s Park Committee	Public report: For Discussion/Decision
This proposal: <ul style="list-style-type: none"> • Provides statutory duties 	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 Town Clerk
Report author:	Zoe Williams Town Clerk’s Department

Summary

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

Recommendations

It is recommended:

- a) That Simon Cranmer, nominated by English Heritage, be appointed as a Member of the Hampstead Heath, Highgate Wood and Queen’s Park Committee for the consideration of business relating to Hampstead Heath, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

Main Report

Background

1. Victoria Stone, the previous Member nominated by English Heritage as the owner of the Kenwood lands, stepped down from her role as Interim General Manager at Kenwood on 28 May 2025. As a result, a vacancy is now available on the Hampstead Heath, Highgate Wood and Queen’s Park Committee. English Heritage have expressed their desire to fill the vacancy.

Current Position

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

Proposal

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

Corporate & Strategic Implications –

Financial implications – None.

Resource implications – None.

Legal implications – Contained within the body of this report.

Risk implications – None.

Equalities implications – None.

Climate implications – None.

Security implications – None.

Zoe Williams

Governance Officer

Town Clerk's Department

E: Zoe.Williams@cityoflondon.gov.uk

City of London Corporation Committee Report

Committee(s): Hampstead Heath Consultative Committee Hampstead Heath, Highgate Wood, and Queen's Park Committee	Dated: 16 September 2025 21 October 2025
Subject: Assistant Director's Report (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 last meeting of the Hampstead Heath Consultative Committee (17 June 2025) and last meeting of the Hampstead Heath, Highgate Wood, and Queen's Park Committee (16 July 2025). The report has been updated since it was reported to

Hampstead Heath Consultative Committee in September to ensure accuracy and relevance of the report, as considerable time has elapsed since its initial writing.

Recommendation(s)

Members are asked to:

- Note all paragraphs of the report

Main Report

Report format

1. The Assistant Director's Report aligns with the four strategic themes and ten priorities of the Hampstead Heath Management Strategy. Additional matters of interest and importance are covered in an "Additional Relevant Matters" section if and as needed.

We protect and conserve the Heath

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

2. The Hampstead Heath draft hedgehog report, which is being funded by the City Bridge Foundation, has been received from Zoological Society of London (ZSL). This report provides an evaluation of the local hedgehog population based on data collected dating back to 2018 when the first survey was carried out. The report will describe how the hedgehog population has changed since 2018 and identify future conservation measures to protect this species. A previous report by ZSL was received in 2021 as part of the London Hogwatch Project, following another survey of Hampstead Heath that same year. The final version of the report will be circulated when available later this year.
3. An alder moth caterpillar was found in the Cohen's Field area this week which is a new record for Hampstead Heath and the vicinity. We will be able to add this to our Hampstead Heath moth record which is now estimated to be over 400 species. Officers are also very excited about a sighting of a purple emperor butterfly last week at the Ladies' Bathing Pond jetty. The Heath's Senior Ecologist is now surveying the area to identify possible breeding sites on nearby willow trees, upon which they lay their eggs. There have been several sightings over the years, but they are an elusive species. There is a point near Spaniards Road where males can sometimes be observed flying in the canopy, which is where they find mates.

4. The Conservation Team has commenced their summer grassland management programme, cutting on the Heath Extension and Cohen's Field. The grassland cutting maps have been updated to identify specific plant species or micro habitats that we want to avoid disturbing. 26 common spotted orchids have been recorded on the Heath Extension which is a similar number to 2024. This year the weather conditions are more favourable for the cutting and baling operations, which in damper summer periods have proved problematic.
5. The Conservation Team has acquired a new tractor-mounted cutting deck, which is being utilised to maintain the amenity areas along the Highgate pond chain, the sunbathing meadows at the Model Boating Pond and Men's Pond, and East Heath and the Vale of Health.
6. The Team has also undertaken bramble control in the gorse compartments above the Vale of Health, managed bracken on Sandy Heath, and addressed sapling growth on Cohen's Field, the Heath Extension and South Meadow. Additionally, a follow-up cut was performed on bramble and thistle areas across the Heath that were treated last autumn.
7. The Team has dedicated efforts to removing Himalayan Balsam from stream lines on both the Highgate and Hampstead pond chains. Completing this task prior to seed dispersal is essential for controlling the further spread and establishment of this invasive non-native species.
8. The planning application for the works to remove the Model Boating Pond Island causeway received no objections and has been approved by Historic England Archaeology who have no objection to the proposal. Planning permission is hoped to be received from Camden Council in early October. A contractor has been sourced to do the work and they are currently awaiting confirmation of planning approval to commence the work, which they estimate will take three weeks to complete.

Natural Flood Management (NFM) on Hampstead Heath

9. The Conservation Team has installed ten small leaky dams on the Heath Extension and the allotment stream line along the edge of Cohen's Field. The dams are constructed of light brash materials and Heath Hands volunteers were involved in the work. We have also requested that a City Surveyor's contractor install a small number of surface water deflectors along the newly repaired section of pathway next to Hampstead No. 2 Pond at East Heath, funded by City Surveyor's Department.

We protect and conserve the Heath

Priority 2: Heritage aspects and landscape character are maintained

10. The heatwave and warmer weather in June and July resulted in the Heath being very busy. Summer tasks included litter picking, cleaning the toilets and grass cutting the amenity, fine turf and sports areas. All the cut areas are bordered by long grass to ensure it flourishes and provides an important habitat.
11. The Conservation Team carried out tree lifting along main pathways and cleared tree arisings following tree failures in South Meadow and the Vale of Health.

Hill Garden and Pergola

12. Structural repair and timber-strengthening works continue to take place on the Hill Garden and Pergola, with weekly surveys being carried out. The under-croft and mock window painting is complete. The perimeter railings, which border the Kitchen Garden, have been repaired, and the Gardening Team has cleared the foliage and plants that were causing extensive damage to a section of the red brick pergola columns.
13. The Hill Garden shelter has been repaired and repainted. Repairs were carried out to rectify damage caused by water ingress, including a new ceiling. Other works include repairs to handrails, brickwork and masonry. The bench that was removed and refurbished off-site has been reinstalled.
14. Additional funding has been secured to replace the Belvedere Roof. This area may need to be closed locally whilst remedial works are carried out to ensure the work is not disrupted and visitors are safely diverted elsewhere.
15. A Conservation Management Plan (CMP) for the Pergola is planned to be commissioned in the autumn by the Heritage Estate Section (HES) in City Surveyor's Department and will be funded by a £60,000 budget recently secured from the Cyclical Works Programme (CWP).
16. The CMP will provide an in-depth understanding of the Pergola's history, heritage significance, and current issues and opportunities, while proposing a policy framework to guide decision-making. Additionally, it will include a detailed Maintenance Plan, outlining key activities, their recommended frequencies, and the responsible parties to ensure consistent and sustainable care of the Pergola.

17. Expected to be completed by summer 2026, the CMP will be an essential tool for planners, funders, and officers to support informed decision-making, funding strategies and resource prioritisation for the Pergola's long-term care and maintenance.

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 Tree Team has been continuing its cyclical tree inspections of roadside trees at various locations. The team has removed a number of London plane branches affected by Massaria disease along the Gospel Oak fence line, and several dead trees along the northern boundary of Sandy Heath. Additional dead trees have been removed at Golders Hill Park and Gospel Oak. The recent very high temperatures have contributed to a number of branch failures at various locations, including the remaining hybrid black poplar between the Men's Pond and the Highgate No. 1 Pond, and two ash failures on the Heath Extension. We have similar tree failure records in the tree failure database from previous summer heat waves, including the record-breaking temperatures in July 2022, and Officers will carefully manage this issue going forward as climate change progresses.
19. The Tree Team has continued its work managing oak processionary moth (OPM), which now focuses on monitoring high use areas for low OPM nests in trees, and removing those that pose a danger to the public. The team has continued its work recording and monitoring OPM parasitoid species and their impact on the OPM lifecycle and numbers of nests.
20. Work took place at the Downshire Hill entrance, next to the Hive, to install a root barrier to protect a neighbouring property from alleged subsidence caused by two trees belonging to Hampstead Heath. The work was commissioned by the City Corporation's Insurance Team. The installation was completed over a period of two weeks.
21. The Tree Team has started a programme of soil decompaction at Golders Hill Park, focusing on a small group of veteran trees that have highly compacted rooting zones. The areas treated are being cordoned off to allow soil recovery and will then be monitored over the next two to three years.
22. Members of the Tree Team attended a two-day International Biodiversity of Pollards conference at Burnham Beeches on 25 and 26 June, presenting in the field to 200 delegates on the practical aspects of pollard management and associated biodiversity.

23. During August, the Tree Team undertook additional safety reductions on trees at Millfield Lane, Mixed Pond and Keats House. In addition, an annual inspection of Veteran trees that have support systems—trees supported with braces, tethers and propping—was undertaken. All systems are in good order and not needing replacement at this time.
24. During September, the Team created an Arboricultural Impact Assessment on the trees on the island of the model boating pond to identify trees requiring protection during planned construction works on the causeway. Alongside this, the Team undertook tree inspections at Golders Hill Park, and carried out remedial tree works at Golders Hill Park and the Hill Garden, as well as dealing with two summer limb drops from large oak branch failures at South Meadow. On 15 September—a day of predicted 50mph wind gusts—we recorded five tree and branch failures.
25. Planning permission has been granted for new photovoltaic (PV) panels to be installed on the roof of the Lido. This project is due to commence in September/October 2025 and will ensure PV panels are extended across the remaining roof spaces.
26. Officers also confirmed that the City Surveyor's Department has identified sufficient funding to repair the water fountains on Hampstead Heath. In addition, a generous donor who is a member of the Heath & Hampstead Society will be funding one, or potentially two, fountains. Following appropriate due diligence as would occur with any donation, Officers are planning to install an appropriately sized, positioned, and worded acknowledgment on the fountain. This will likely take the form of a plaque. Installation is likely to take place this winter.

The Heath enriches our lives

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

27. The football and rugby season finished on the Heath Extension on 4 May 2025. A survey was carried out to assess the condition of the football pitches on the Heath Extension in December 2024. The report highlighted the scope of renovations needed and made some recommendations. Discussions are now underway with Middlesex Football Association and the local football clubs who use the Heath Extension to improve the football pitches.
28. The cricket season commenced on 10 May and runs until 21 September 2025. Regular maintenance is carried out on the pitches and squares. Weekly games

are being booked and from the end of May to the end of July. Over 60 games of cricket have been played by local cricket clubs at Parliament Hill Fields.

29. The bowling and croquet season runs until 28 September 2025. Both the bowling and croquet clubs have played regular games and held several competition matches. The clubs will be having open days for members of the public to try the sports, and to grow their membership.
30. The tennis courts at Parliament Hill and at Golders Hill Park continue to be well used and busy throughout the summer months, with evenings and weekends fully booked. This summer (May, June and July) saw Parliament Hill tennis courts booked for an average of 2896 hours per month, up from 2628 hours last year, which is approximately a 10% increase. Golders Hill Park tennis courts were booked for 780 hours per month on average over summer, up from 656 hours average last year, which is an 19% increase.
31. Parliament Hill Athletics Track continues to be well used by many clubs, schools, colleges and universities for athletic meetings, PE sessions, sports days and training sessions. The summer sports and athletics season has been successful. The track was booked every weekday from May through to the end of July with school sports days and training sessions, with over 8000 pupils from over 40 different schools participating, including Camden Schools Sports Association.
32. Highgate Harriers hosted the Southern Athletics League Athletics meeting in June, and nearly 300 athletes from six different clubs participated in track and field events. In July, the Highgate Harriers hosted the London 5000m event, which is a club distance event. Nearly 300 athletes participated with over 1000 spectators. On Sunday 20 July, the Highgate Harriers hosted the Middlesex Youth League Athletics Meeting, and over 200 young athletes competed.
33. With warmer weather and heatwaves in June and July, the swimming facilities have been very busy. There has been an increase in the number of swims and income for the first three months of 2025-26, compared to the previous year.
34. A lot of repair work and maintenance was carried out at Parliament Hill Lido and the paddling pools in June. Repairs and maintenance tasks were also carried out on the paddling pool, so it could be opened for the May half-term.

35. The Ponds Accessibility Project has been completed at the Mixed, Ladies' and Men's Ponds. The final snagging list included repairs to the sliding door at the Men's Pond, which has now been completed.

Aerators and blue-green algae

36. The Ladies' Pond aeration system has been installed and is working well generally, which helps with water quality and addressing algal blooms. Work is being planned to install new aeration systems at the Men's, Mixed and Hampstead No.2 Ponds.
37. Despite the aeration system, however, the Ladies' Pond has been closed from 27 September to present (6 October – the writing of report) due to a significant blue-green algae bloom. The Ladies' Pond water levels are very low due to three heat waves and limited rainfall, as are the other ponds on both chains, meaning there is no water flowing through the system. This, as well as temperature and nutrient levels, are significantly contributing factors to the blooms – which can and do happen despite a well-functioning aerations system. Once a sufficient amount of rain water starts to flow through the pond system again, the situation will improve. During this time, the aerators will be left running to ensure adequate oxygen levels in the water and prevent fish and amphibian fatalities.
38. The water in the Ladies' Pond was recently tested, and the relevant levels were very high. There has been a slow improvement in the bloom, as measured visually, and Officers will be sending further testing samples for testing. If the results come back below the World Health Organisation's recommended threshold, the pond will be reopened. Given applicable timeframes for testing and review, the earliest that a reopening can occur is Wednesday 8 October. In the meantime, swimming tickets are being honoured at the Mixed Pond and Lido.

Ponds access

39. On 16 April 2025 the Supreme Court delivered its judgment in the case of *For Women Scotland v The Scottish Ministers* [2025] UKSC. The Supreme Court decided that the terms "man", "woman" and "sex" in the Equality Act 2010 refer to a biological man, a biological woman, and biological sex. The Court went on to emphasise that trans people have the separate protected characteristic of gender reassignment under the Equality Act which protects them from unlawful discrimination and harassment.

40. Following this ruling, and in line with other service providers, the City of London Corporation has committed to a careful review of our access policies and will be engaging and consulting with users of the swimming ponds and other stakeholders via a public consultation.
41. Members previously agreed to carry out a consultation exercise on the access arrangements at the bathing ponds following the Supreme Court judgment. A specialist consultation consultant has now been retained to support the City Corporation with this exercise over the Summer/Autumn period. This will ensure that everyone's voice is heard and enable us to make properly informed decisions about the impact of current and potential future arrangements, while meeting our legal duties.
42. We recognise the sensitivity surrounding this debate and the complexities concerning access arrangements at Hampstead Heath's swimming ponds. In considering the way forward, we have taken, and will continue to take, specialist legal advice.
43. Members previously decided that the current access arrangements at the bathing ponds, which has been in place since 2019, should remain unchanged pending the outcome of the consultation exercise and consideration of the results by the appropriate Committees.
44. The following temporary signage has been erected at the Ladies' Pond: "Those who identify as women are welcome to swim at the Kenwood Ladies' Bathing Pond. The Ladies' Pond is open to biological women and trans women with the protected characteristic of gender reassignment under the Equality Act 2010. The City of London is preparing a public consultation on the future admissions policy at the Ladies' Pond." Equivalent signage has been erected at the Men's Pond.
45. As has been widely reported in the media, Sex Matters has now initiated judicial review proceedings against the City Corporation regarding the access arrangements at the Ladies' Pond and the Men's Pond. The claim is being robustly defended with the assistance of leading counsel. The threatened injunction is not currently being sought by Sex Matters, but they have applied for the proceedings to be expedited. Any developments after the time of writing (1 September 2025) will be updated verbally at Committee.

46. Our priority remains to ensure that we provide a safe and respectful environment for everyone.

The Heath is inclusive and welcoming

Priority 5: Increasing social inclusion

47. Golders Hill Park Zoo celebrated its 120th anniversary in May. A joint event between the Zoo and Learning Teams was held during half term, which coincided with BIAZA Love Your Zoo week. A representative from BIAZA attended, as the event featured in their comms. Activities were fun, inclusive and diverse to attract a wide age range of children. The event was well attended, and both teams received a lot of positive feedback.
48. The Golders Hill Park Zoo Team is in the process of recruiting new volunteers, and they are busy hosting summer placements for students. Several veterinary students join the Team each summer through to the end of September.
49. The Lido has taken 15 school bookings in July for their end-of-term school outings, involving 30 children per booking.
50. Dost is a registered charity that offers young refugees and migrants opportunities in London, helping to establish community, equipping them with skills and connections. Dost has liaised with staff at the Lido and visited the outdoor swimming pool twice; 24 young refugees had the opportunity to swim at the Lido at a discounted rate.

The Heath is inclusive and welcoming

Priority 6: Diversity and equality

51. The sandpit area at Golders Hill Park remains closed to the public, but as previously noted, the NCIL funding application for £65,000 to Barnet Council was successful. Officers have met with Barnet Council and progressed the necessary paperwork. Officers are working with Procurement to appoint an external contractor, so the work can commence as quickly as possible. The new sandpit and play equipment will be accessible, inclusive and welcoming and will meet play safety standards. Officers are grateful for this new partnership with Barnet Council and look forward to continuing to work together.

Together we care for the Heath

Priority 7: Increased sense of collective ownership and personal responsibility &

Priority 8: Visitor behaviour is pro-environmental

Learning Team Update

52. April to July 2025 was a busy and productive time for the Natural Environment Learning Team. The Team facilitates children and young people to connect with nature through active learning in our green spaces, as nature connection in childhood is the foundation for pro-environmental behaviours in adulthood. Participation included:
- a. 5,274 school students participated in outdoor learning programmes, including orienteering, eco-art and habitats
 - b. A total of 8,138 people participated across two play centres
 - c. 15 City Corporation secondary school students have participated in a 'Green Changemakers' project at the Adventure Clubhouse, researching, designing and creating a bee and butterfly bank, and collaborating with inspiring role models from the Environmental Resilience Team and Heath Hands
 - d. 153 young people participated in the youth programme; groups included Pentland Pupil Referral Unit and the East Africa Collective.
53. Heath Hands has provided an update on their work as a separate report entitled "Heath Hands Activity Update."

Together we care for the Heath

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

Unauthorised party on West Heath

54. As previously reported to this Committee, an unauthorised party took place on West Heath on 14 June 2025, with activity - including set up, the party, and dispersal - occurring from 9.30am to 8.00pm. This was the ninth such event to be organised by Act Up London. While the event itself was promoted online with its details kept secret, City Corporation Officers learned of the intended date in March and worked with the Metropolitan Police to coordinate a response and presence. The Metropolitan Police and Officers attempted to communicate with the organisers in advance. These attempts were ignored but acknowledged on the day of the party when Officers responded.
55. It is estimated that 500 people attended the party in this wooded area of the Heath, which is not a permitted event site under the Heath's event policy. The party resulted in significant health and safety risks - exacerbated by the party's organiser being visibly and significantly intoxicated. Officers experienced verbal

abuse and theft of Officer and security contractor equipment (Constabulary vehicle keys and contractor body camera). Significant litter was left, the Charity lost income due to having to close Jack Straws Car Park, and additional expense to the charity was incurred due to overtime and redeployment costs.

56. To protect the Heath, the public, and Officers, Officers will be seeking an injunction to prohibit future occurrences of this unauthorised party. Additional information will be shared with this Committee in due course.

West Heath

57. In mid-August, Officers hosted a tour of West Heath followed by a discussion about various challenges and health and safety matters related to this area of the Heath, including the proliferation of its use as a public sex environment - including during daytime hours, the increase in drug use that has occurred, the proliferation of related sexual detritus, and the accompanying abuse that Officers and the public have experienced in recent years. In attendance were NLOS Officers, Officers from Camden Council, and representatives from the National Health Service, Heath & Hampstead Society, Change, Grow, Live – Camden's contractor for sexual health outreach, and the Metropolitan Police Service.
58. The walking tour reviewed the situation on West Heath, including its use as a PSE – including during daytime hours in front of the public and staff, a parallel proliferation in the use of drugs, the proliferation in creation and accumulation of clinical waste (sexual detritus and used needles in the hundreds), and the verbal abuse and threats to officers and members of the public by those using the spaces as a PSE and/or for drug use. The work of City Corporation Officers to date was discussed. The complexity of the situation was acknowledged by all.
59. This was the second stakeholder meeting on this topic and reflected expanded attendance from the initial meeting in May. The Metropolitan Police committed to patrol the public highways where illegal drug use has been observed. Officers will be meeting to determine appropriate next steps and will continue to discuss the situation with stakeholders to continue a partnership-based approach and seek to address these health and safety risk in the most appropriate way possible.
60. Two additional security guards from Parkguard have been stationed at the Lido from 23 May to 14 September 2025 to assist staff with crowd control and anti-social behaviour. A third security guard has been assigned on very busy days,

when temperatures exceed 30 degrees, to assist with control of the Lido borders and illegal entry over the walls and through the cafe.

61. So far this year, Lifeguards and Swimming Stewards have reported 25 incidents at the Lido and Ponds of customers having been abusive or aggressive towards them. Officers continue to report these incidents through appropriate internal channels. Last year, there were 10 officially reported incidents of ASB reported between June and August, ranging from verbal to physical abuse. These reported figures, however, are likely to be lower than the actual number due to underreporting. A new reporting system for all swimming staff has now been put in place making it easier to report any issues, accidents, incidents or near-misses.
62. Several overnight trespassing incidents have occurred at all three Bathing Ponds, including the Lido and Cafe, which have been subject to vandalism and theft. During these break-ins, there is often damage to property, theft, and litter. To date, the swimming staff have been able to ensure that areas are made safe before opening the next morning.
63. Filming has taken place across the Heath, including at the Men's Pond for a feature film. Several regular swimmers from the Men's Pond were used as extras, and the Pond remained open for public swimming during the filming.

Together we care for the Heath

Priority 10: Responsible management

64. Hampstead Heath has retained its Green Flag Award and Green Heritage Award status. Judging for the London in Bloom awards took place on 26 June 2025 in Golders Hill Park and the Hill Garden and Hill Garden Pergola. The results will be announced in autumn of 2025.
65. Golders Hill Park Zoo attained BIAZA (British & Irish Association of Zoos & Aquariums) Accredited status in May for demonstrating world class standards with a mark of "excellence." The Zoo is among the first to be accredited in the new scheme launched by BIAZA. The comprehensive accreditation process and standards go beyond the UK/Ireland's zoo licensing inspection. It recognises the best zoos and aquariums in the country, which demonstrate the best in animal care and work to create a better planet for animals and people.

66. On the 24 May 2025, DEFRA released the new standards of modern zoo practice. The standards must be met to ensure compliance with the Zoo Licensing Act, which covers animal welfare, public safety, conservation and education. These standards will not be enforced until May 2027, giving collections the required time to make the necessary changes. As part of the new standards, DEFRA have reviewed all the risk categories and recategorised some species. A notable change is the recategorization of red deer from a 'Category 2' to a 'Category 1' animal. 'Category 1' animals require firearms and trained personnel to be on site because the contact between the public and any individual animals is likely to cause serious injury or be a serious threat to life, based on hazard and risk of injury, toxin, or disease, irrespective of the age and vulnerability of the visitor. For this reason, Officers will need to relocate the three red deer at Golders Hill Park to another facility.
67. With the new changes to the DEFRA standards of modern zoo practice, this will mean relocation of the red deer and greater focus on maintaining high standards of animal welfare, so a full review is needed of the planned income generating activities.
68. Officers are also reviewing the lemur and the wading bird enclosures at the Zoo. Designs and costs are being obtained from zoo build specialists, as the enclosures need to be aesthetically pleasing to ensure the best possible welfare for the animals, whilst also ensuring visitor experiences are enhanced. This will enable the team to plan and welcome new species into the Zoo in line with the Zoo's Collection Plan.
69. The welfare of the collection is of paramount importance. The wading bird enclosure requires significant remedial work, so it has been agreed to move the nine birds to Birdworld in Surrey. The birds will undergo pre-movement tests to ensure they are in good health, and a professional animal transporter will be used to facilitate the move.
70. A lot of identified works were scheduled in the Cyclical Work Programme for Golders Hill Park and the Heath. This includes drainage works around the Zoo, electrical works, and renovations to the staff yard and buildings. Additional security measures such as CCTV and external lighting have been completed. Repairs and renovations to the paths are planned to start in the autumn.
71. Renovations to the toilet blocks at Golders Hill Park are due to be completed at the end of August. Full renovation works have included extensive roof repairs

and internal decorations as well as repairs to the limited-access disabled toilet. The toilets adjacent to the Zoo and the temporary portaloos in the disabled car park will remain available for visitors until the toilet renovation is complete.

72. The 'limited-access disabled toilet' was already not compliant with governing standards to qualify as accessible due to the physical limitations of the space, but it will remain to be reserved for those with RADAR keys given its near-compliant dimensions. The walls of this toilet have been waterproofed and boarded to provide a base to fix items, which has meant the internal size of the building has now been further reduced. The toilet dimensions are now 1420mm by 1880mm, and compliant dimensions are 1500mm x 2200mm. Suitable signage has been installed to ensure that the nature of the space is appropriately communicated.
73. Routine sampling was carried out at the end of May at the Heath Extension changing rooms, and the results confirmed the presence of Legionella again. Despite having completed a bypass and installing dumping valves previously, the types of showers do not pull water through the shower units; the showers need to be physically pushed on to turnover the water, and this needs to be carried out at least three times a week once the Legionella has been cleared. Disinfections and resampling will continue until the Legionella has been cleared.

Steward's Huts

74. Swimming Stewards are members of the Swim Team that facilitate access to all four swimming facilities at the point of entrance. This includes checking or granting tickets to swim at the facilities. At the swimming ponds, includes working outside for the entirety of their shift in "stewards' huts." The hut at the Ladies' Pond is a modular, prefabricated structure that has been painted in the same colour as other buildings on the Heath (juniper green) to blend in better with its surroundings. At the Men's Pond and Mixed Pond, Swimming Stewards currently must work out of small wooden structures that were built in-house at NLOS.
75. As previously reported to this Committee, Officers are developing a new Leisure Management System to facilitate modern booking at all swimming facilities on the Heath. The LMS will replace the current systems that are currently in use, which are inefficient, costly, and do not meet current needs. Implementation of the booking system is on track for the start of the 2026 season.
76. New hardware must be purchased and installed to allow Swimming Stewards to operate this new booking system once completed and operational. The hut at

the Ladies' Pond – which was approved for installation in 2022 as part of the Ponds Access Project - can accommodate this new hardware, but the huts at the Men's and Mixed Pond cannot, as they are too small.

77. To accommodate the new hardware, and critically to also ensure that the City Corporation provides a more secure and suitable working environment for our Swimming Stewards, Officers plan to install two additional new steward's huts - one each at the Men's Pond and Mixed Pond - that closely resemble the one that is currently in place at the Ladies' Pond.
78. Like the hut at the Ladies' Pond, the proposed huts are prefabricated and will be painted juniper green to align with other structures on the Heath and improve the aesthetics of the structure and better blend into the landscape. In addition, landscaping and/or trellis with plantings will be installed to ensure they blend in with the Heath landscape. Appendix 2 shows the existing hut and the proposed huts, which are both 2.3m x 1.5m in size. The installation of wooden huts that are watertight, secure, and insulated would be significantly more expensive (c. £46,000) than the existing and planned models (\$6,400) and would likely require a bespoke build. Officers are pursuing necessary processes with Camden Council to install the huts.

Cafe remarketing

79. Following consultation with the Hampstead Heath Consultative Committee, and as previously reported to this Committee and following approval and instructions from this Committee, the three cafes on the Heath are being remarketed, inviting proposals from all interested parties, including existing operators. As a registered charity, we have an obligation to ensure that we are achieving the best overall outcome for the Hampstead Heath charity itself and our visitors when we lease our spaces commercially, which requires us to competitively remarket the café space in the building.
80. All cafes at North London Open Spaces, including the three on the Heath, are currently operating under tenancies at will, which are not meant to be long-term arrangements, and it has been many years since the cafe offer was holistically reviewed and marketed competitively. This remarketing process will provide greater clarity and long-term security for our café operators and the Heath charity, supporting investment in the sites and enhancing the visitor experience. We are doing this with a specialist agent to promote the sites more widely, reaching beyond our usual channels, and to ensure as many suitable operators

as possible are aware and able to express interest.

81. Officers recognise and value the cafes as hubs of community and gathering places and seek to build upon this. The remarketing is not a purely profit-driven process. Consideration will be given to numerous criteria, including café concept, menu and food offer, environmental management, community and social value, management approach, experience and references, as well as the financial offer and overall strength of the business plan. This approach has been directly informed by the previous process and experience in 2016, and it benefits from the work done following that process to ensure the evaluation reflects several important factors, noted above.
82. The remarketing process began in mid-July and the deadline for bids occurred on 24 September. The remarketing process received a very strong response, and Officers from NLOS and City Surveyor's Department are now reviewing the submissions and conferring with the agent and will prepare a report with recommendations for consultation with Hampstead Heath Consultative Committee and decision of Hampstead Heath, Highgate Wood, and Queen's Park Committee.

Additional relevant matters

83. One of the Zoo apprentices passed his Level 2 Animal Care and Welfare apprenticeship with distinction and will be moving on to his Level 3 Keeper and Aquarist course in the autumn.
84. Recruitment is underway to fill the position of Head Gardener for Golders Hill Park, Hill Garden and Pergola.

Events Update

85. Race for Life (8 June 2025): Race for Life returned to the Heath with a stronger turnout than in previous years. This remains a valued community event that combines fitness, fun and fundraising in the fight against cancer.
86. Run for Your Life (July 2025): We were pleased to partner once again with Jubilee Hall Trust for this inclusive community event. Run for Your Life is a joint effort between the City Corporation, Jubilee Hall Trust and the Royal Free Hospital, promoting health and well-being through participation at all fitness levels. This year marked the first time that proceeds from the event — along with

those from the upcoming September duathlon — will support the Royal Free's new cancer prehab and rehab programme.

87. Kite Flying Festival (22 June 2025): This unique and much-loved annual event, delivered by the Heath & Hampstead Society and supported by Heath Hands, took place once again on Kite Hill. The event attracted significant turnout despite high temperatures. This event remains a highlight in the Heath's annual programme.
88. Survivors Children's Concert (17 May 2025): This celebratory event, showcasing the resilience and creativity of children and young people, occurred in May. Last year's location near the Lido caused operational challenges, and the relocation to the Parliament Hill Bandstand in 2025 proved a more suitable setting that enabled increased attendance and positive feedback.
89. Highgate Harriers 5K (4 July 2025): Highgate Harriers piloted a summer evening 5,000-metre track event aimed at club runners looking for a sociable, high-quality race. Some highlights were the participation of Olympic gold medallist, Alex Yee, and drawing an enthusiastic crowd of nearly 2,000 spectators and runners.
90. Bandstand Concerts (Summer 2025): Despite budget reductions, Officers maintained a vibrant summer programme by inviting bands to perform free concerts on a voluntary basis. Thanks to strong local support, several artists have agreed to play for free, attracting large audiences, including during the Kite Flying Festival Sunday, and the series continued through August which were well attended. Bands have also played at the Parliament Hill bandstand and attracted good numbers. One of the standout moments of the season was the performance by *Dandelion* and involving over 20 young musicians from a wide range of backgrounds. Their vibrant, youth-led performance brought a fresh energy and diverse audience to the bandstand.
91. Summer Fair (August 2025): The Summer Fair was held as part of the Showmen's Guild of Great Britain traditional bank holiday fairs in the Bank Holiday of August 2025. This vibrant community event featured rides, stalls, and entertainment, attracting many visitors. The fair contributed to the local economy and community spirit, with a very positive overall reception. A couple of noise complaints were received but were addressed internally by the Film and Events Manager, ensuring minimal disruption to surrounding areas.
92. Natural Aspect Summer Concert (31 August 2025): The Natural Aspect Summer Concert, organised by the Heath & Hampstead Society in collaboration with the

City of London Corporation, was held on 31 August 2025 at the Parliament Hill Bandstand. The event featured a lineup of live music including:

- Kinobe – chill-out duo
- Peace & Love – ska/reggae/blues/rock fusion band
- Roscoe P Coltrane – high-energy rock & roll
- DJ Dig it Sound System – set between live performances

Additional activities included: circus skills workshops, stilt walkers, the Heath & Hampstead Society stall, and volunteer recruitment for local greening projects. The event attracted over 2,000 attendees, celebrating music, nature, and community engagement on Hampstead Heath and was funded by the Heath & Hampstead Society.

93. Hampstead Heath Duathlon (7 September 2025): The 26th Hampstead Heath Duathlon, affectionately dubbed the "Pondathon", was held on 7 September 2025. Organised by Hampstead RFC, City of London, the Jubilee Hall Trust, and Krono Sport, the event attracted approximately 600 registrations, with a strong turnout on the day. Participants competed in a swim-run format across the Heath's ponds, fostering community engagement and promoting outdoor fitness. The event received positive feedback, and discussions are underway for next year's planning.

94. Orienteering Event (21 September 2025): A successful orienteering event took place on 21 September 2025, attracting around 400 participants. The event was part of the London City Race weekend, enhancing the Heath's profile in the orienteering community. Participants, including many under-12s and international attendees, navigated courses across the Heath's diverse terrains. The event was well received, with excellent weather contributing to its success. The NLOS team provided crucial logistical support, ensuring smooth operations.

95. Filming: Officers continue to host and oversee filming activities on the Heath as a way to generate income. Recent activities include a two-day shoot and a music video shoot. Further opportunities are being explored and entertained where appropriate.

Update from City Surveyor's Department

96. In furtherance of supporting Members' understanding of the work being done by the City Surveyor's Department (CSD) on Hampstead Heath, CSD will continue to provide an update on delivery of the Cyclical Works Programme in the Assistant Director reports to the Committee (Appendix 1).

97. The next CWP bid will be submitted to Resource Allocation Sub-Committee and Finance Committee in October 2026. Approved funds will then be available from 2027-28. This will coincide with Year 4 of the current CWP programme (running from 2024-25 to 2029-2030), and any additional funding approved is likely to further increase investment for North London Open Spaces' property portfolio (including Hampstead Heath) in Year 4 and Year 5 of the current CWP programme.

98. Members are advised that the City Surveyor has ambitious plans to deliver c. £2.0m of works in Year 2 (2025-26) of the current CWP programme across Hampstead Heath. This will include works to paths and fencing at various sites, a refurbishment of the Heathfield House complex on Archway Road, and a refurbishment of Kenwood Cottage.

99. In response to queries regarding how projects are prioritised within the CWP, Members are advised that works are prioritised using a structured scoring system aligned with the Corporate Property Asset Management Strategy and the Climate Action Strategy. Projects are assessed based on statutory compliance, health and safety risks, heritage impact, and sustainability. Those under £10,000 or related to statutory inspections are automatically funded, while others are scored and ranked. The process ensures that funding supports the most critical and strategically aligned works across the City Corporation's portfolio.

100. Members should note that the phasing and prioritisation of the CWP remains fluid in accordance with changing priorities, health and safety concerns and operational constraints.

Corporate & Strategic Implications

Strategic implications

101. This report furthers strategic aims of the updated Hampstead Heath Management Strategy and the Corporate Plan.

Financial implications

102. Costs for the ponds consultation and specialist advice on this topic are being funded centrally by the City Corporation.

Resource implications

103. A number of the workstreams mentioned above are new (eg, ponds consultation and cafe remarketing) are more expansive and time consuming than when the 2025-26 business plan was developed, or unanticipated altogether. Reforecasting of the five-year business plan will occur later this year.

Legal implications

104. Officers will be seeking an injunction as noted in paragraph 52, which requires a court order. NLOS Officers will liaise with colleagues in the Comptroller & City Solicitor's Department on this matter.
105. Officers continue to take specialist legal advice on the ponds access following the decision of the UK Supreme Court in *For Women Scotland*.

Risk implications

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

Equalities implications

107. No implications.

Climate implications

108. Some climate benefits will be delivered as part of the works being managed by the City Surveyor's Department.

Security implications

109. Security implications are monitored and recorded through the Departmental Risk register. Obtaining an injunction as noted in paragraph 52 will improve security on Hampstead Heath.
110. Officers are anticipating additional protests at the ponds during the consultation period. Ensuring the safety of Officers and the public is a top priority, and Officers are planning accordingly.

Conclusion

111. This report provides Members with an update on matters relating to Hampstead Heath since the last meeting of the respective committees.

Appendices

- Appendix 1: City Surveyor's Department Cyclical Work Programme Report

Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

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21.07.2025

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City of London - City Estate CWP - Year 1 Overview

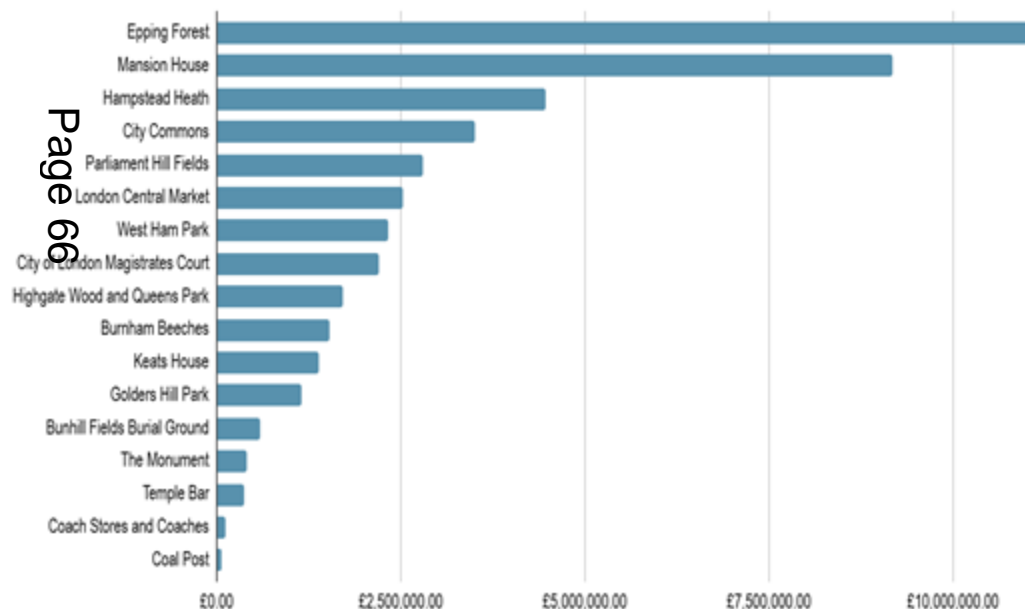
Author: Solomon Meredith





City Estate - Portfolio breakdown

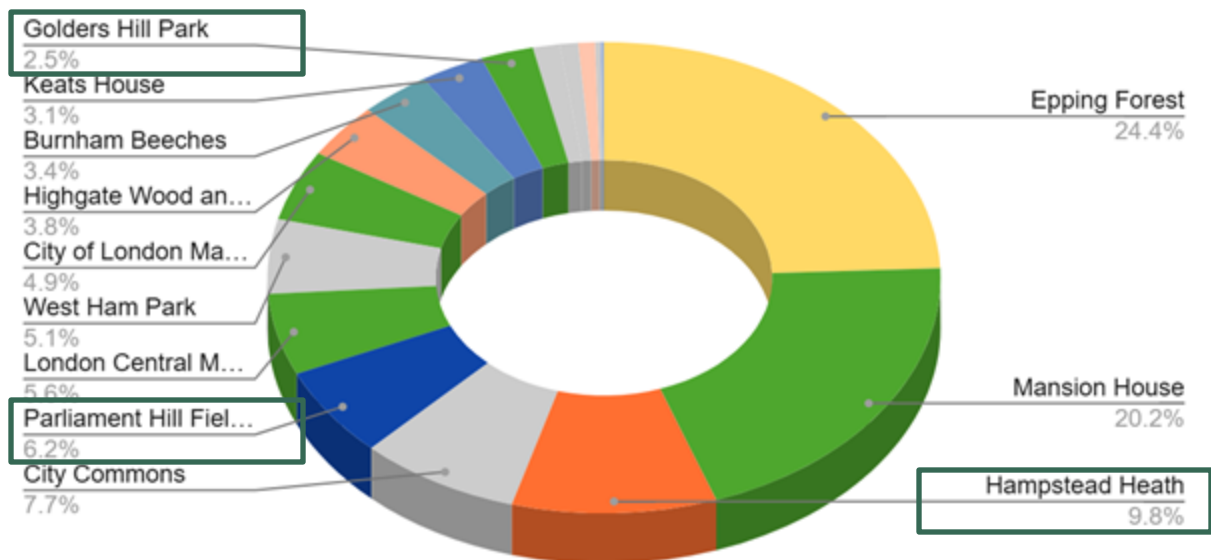
Breakdown of £45,409,850



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



City Estate - Portfolio breakdown



21.07.2025



City Estate portfolio - Year on Year forecasting / spend profile

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



City Estate - Year 1 PERFORMANCE

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

21.07.2025

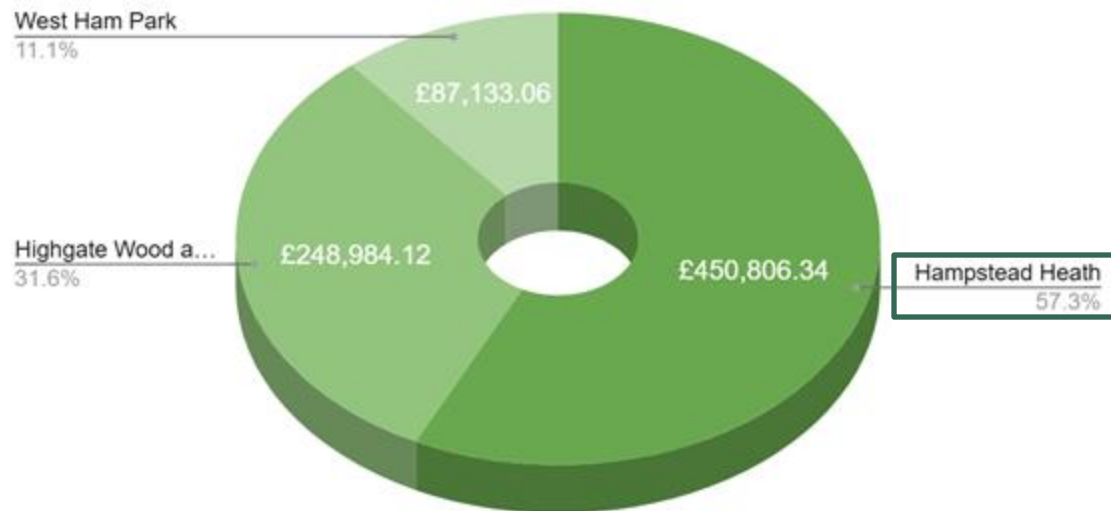
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NILOS - North London Open Spaces





City Estate - Year 1 NLOS performance (24/25 Spend)





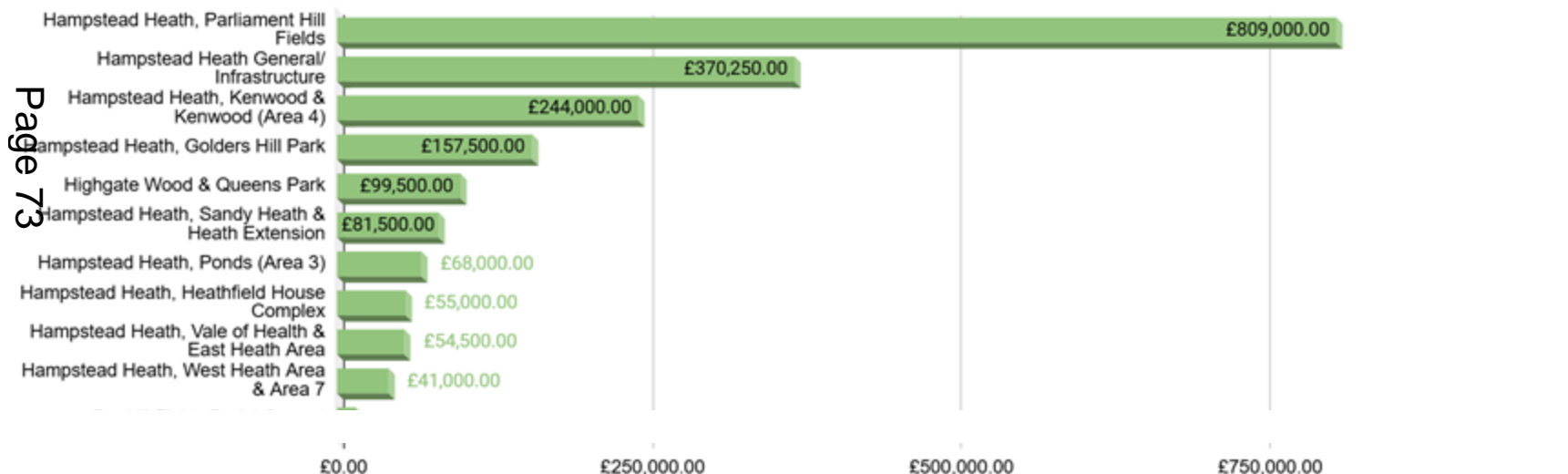
City Estate (NLOS) - Year 2 – Project Highlights

- Fencing overhaul across various sites (£90,000)
- Path resurfacing across various sites (£90,000)
- Programme of works to Archway Road and Heathfield House Complex (£900,000)
- Vale of Health Bothy & WC works (£150,000)
- NLOS staff lodges refurbishment (£350,00)
- Golders Hill Park WC refurbishment (£300,000)
- Golders Hill Park staff yard package of works (£150,000)
- Ongoing works to Golders Hill Park Zoo (TBC)



City Estate (NLOS) - Year 2 forecast

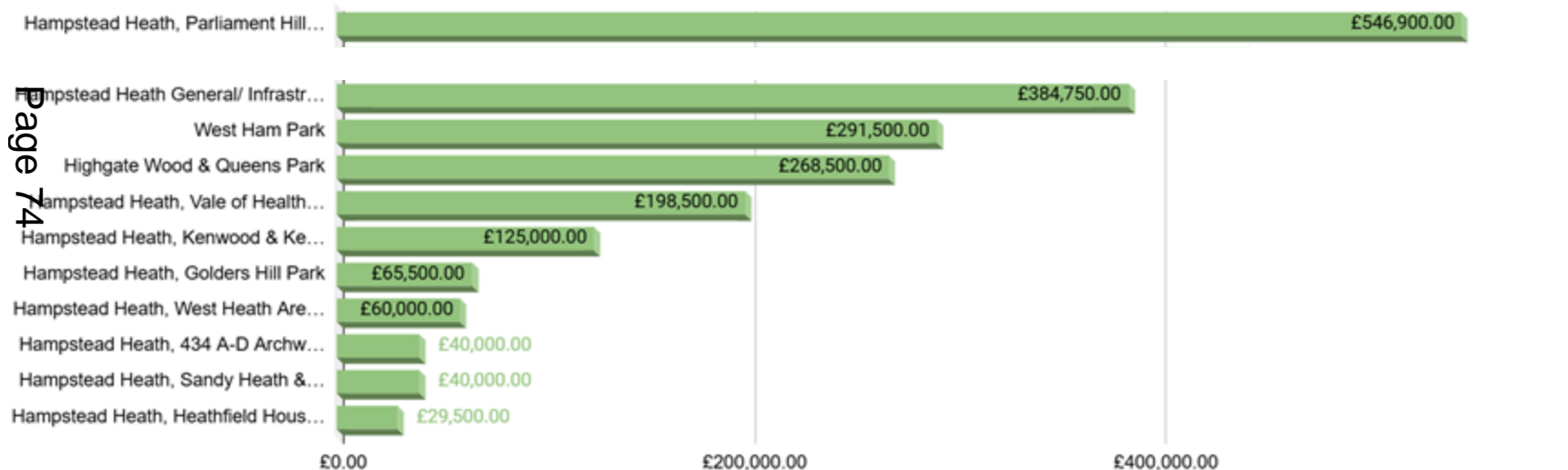
Year 2 (NLOS) Forecast





City Estate (NLOS) - Year 3 forecast

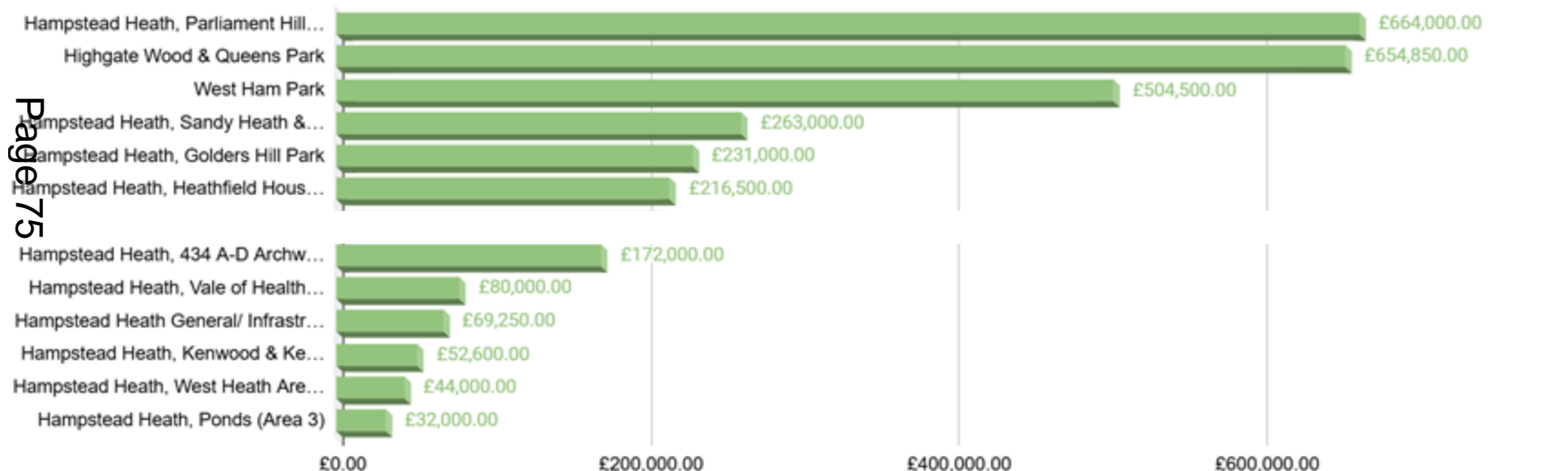
Year 3 (NLOS) Forecast





City Estate (NLOS) - Year 4 forecast

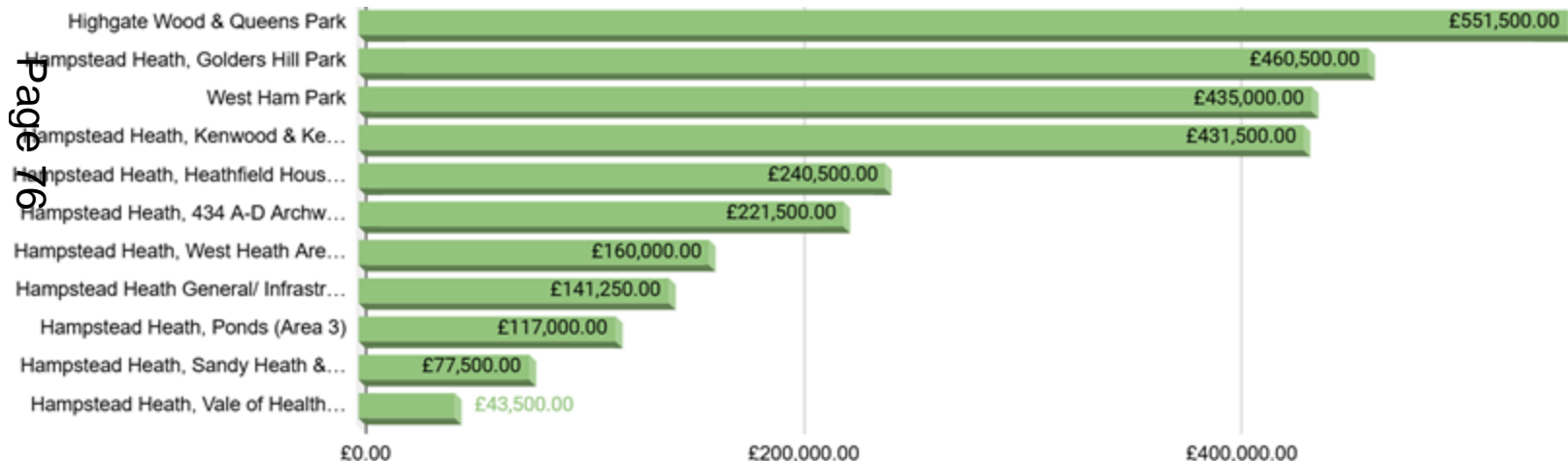
Year 4 (NLOS) Forecast





City Estate (NLOS) - Year 5 forecast

Year 5 (NLOS) Forecast



APPENDIX 2

Steward's Hut currently at Ladies' Pond



Proposed Steward's Hut for Men's Pond and Mixed Pond





Heath Hands Activity Update

Timeframe: 1st May to 30th June 2025

Report to: Hampstead Heath Consultative Committee and Hampstead Heath, Highgate Wood, and Queen's Park Committee – September 2025 meeting

Heath Hands overview

1. Heath Hands is a registered charity delivering conservation, community, learning and wellbeing programmes across Hampstead Heath, Highgate Wood, Keats House and at the Kenwood Estate.
2. This short report summarises the charity's main activities on NLOS during the above timeframe according to its strategic and charitable objectives and Strategy and pursuant to the Partnership Agreement signed with the City of London Corporation through until 2029.

Highlights

3. The first two months of the financial year has been a busy period for volunteering groups with 26 schools, 23 corporate and 8 community groups as well as the launch of drop-in garden volunteering at the Hive after work or school and on weekends for public.
4. Following the resumption of our wildlife monitoring programmes (grass snakes, butterflies and dragonflies) in April, we launched a stag beetle monitoring project in the Parliament Hill area in June.
5. Two paid work experience (providing entry-level posts in the outdoor sector) Activity Assistants recruited to assist with weekend programme delivery and planned opening of interpretation space at former tennis hut at Parliament Hill.

Strategic Objectives

6. The Heath Hands' Strategy (2021 - 2030) provides strategic direction and outlines our aims and objectives and priorities through 2025/26. This report outlines below our work in furtherance of these four strategic aims (Community, Conservation, Learning, and Wellbeing) since our last report to this committee.

Conservation

7. Practical conservation and garden volunteer sessions running across all parts of Hampstead Heath, led by CoLC Ranger and Garden teams, with 134 sessions and 1,451 hours.
8. Wildlife monitoring in full swing with five reptile, two butterfly and two dragonfly transects and a new stag beetle monitoring scheme this year.
9. Around Parliament Hill, our efforts to improve biodiversity are continuing, with work since April progressing on creating a new wildlife pond to complement the nearby wildflower meadow and hedgerow projects and the creation of a new butterfly and bee bank at the Adventure Playground in collaboration with the CoLC Learning Team.

10. This year our Hedgehog Friendly Heath project is continuing with support for a hedgehog survey at Highgate Wood and Queen's Wood in June 2025 in collaboration with CoLC and



ZSL's London Hogwatch, and we will be supporting CoLC and ZSL during August's National Hedgehog Monitoring Programme at the Heath Extension.

11. Corporate volunteering bookings popular, with 23 companies out since start of April completing tasks agreed with the Heath's Ranger and Conservation teams, focusing on maintenance, litter picking, fence line and ditch management, projects around the Hive.
12. Work progressing to develop a plant nursery at the Hive to support our gardening projects.
13. New drop-in gardening sessions successful, providing an opportunity for people to volunteer informally, after school/ work or at weekends and attracting a different audience. Work focusing on horticultural and conservation tasks around the Hive.

Community

14. To engage different audiences and bring new visitors to the Heath we collaborate with a range of local organisations. Our Community Newsletter now reaches over 550 organisation and members of the public - more info: www.heath-hands.org.uk/community-activities
15. Recent activities have included outings for Young Barnet Carers, Families for Peace (Ukrainian refugees), Umoja Health Forum, Woodcraft Folk, 7th St Pancras Guides with summer activities planned for the Regent's Park Estate, GOAL Youth Club, Eco Judaism, Kentish Town City Farm and more.
16. Our volunteers supported the delivery of Golders Hill Park Zoo's 120th anniversary celebration and the Kite Festival organised by the Heath and Hampstead Society and CoLC.

Learning

17. Our free weekend family-friendly weekend nature interpretation sessions attracted over 400 participants in May and June, with a focus on bugs, pond dipping and pollinators.
18. Refurbishment works on the former Tennis Hut at Parliament Hill being undertaken, which will enable us to start opening on a regular basis as a public information and nature interpretation base in late July.
19. Since the start of May, our staff and volunteers have delivered public walks on bird ID, pollinators, wildflower meadows, conservation management and tree identification.
20. We have run 26 Heath Friendly School sessions during the summer term, with age groups ranging from 5 to 17 and over 860 young people involved.
21. Our youth volunteering programme active until June with 113 hours contributed, and Work Experience week for Acland Burghley school planned in July 2025.

Wellbeing

22. Our free health and wellbeing programmes including three weekly health walks, regular walks for Mind in Camden, social prescribing and forest bathing workshops are continuing.
23. Development of new partnership with youth mental health providers, The Hive, Camden with activities planned over the summer.

City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 21/10/2025
Subject: Hampstead Heath 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 the Hampstead Heath charity (charity number 803392). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. By following the processes defined in the Corporate Risk Management Framework, the management of these risks meets the requirements of the Charity Commission.

The Hampstead Heath risk register is summarised in the main body of this report and provided in full at Appendix 1.

Recommendation

Hampstead Heath risk management: Members are asked to confirm, on behalf of the City Corporation as trustee, that the register appended to this report satisfactorily sets out the key risks to the charity and that appropriate systems are in place to effectively identify and mitigate risk.

Main Report

Background

Corporate Risk Management Process

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

Risk governance and reporting

4. For each natural environment charity, the responsible Management Committee retains oversight of risk, with officers under their relevant delegated authority in the operational management of the charity having day-to-day responsibility for managing and controlling risk.
5. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
6. The City of London's Risk Management Framework requires each Chief Officer to report regularly to Committees on the risks faced by their department.
7. Your Committee, on behalf of the City Corporation as Trustee, reviews the risks faced by the Hampstead Heath charity on a quarterly basis to gain assurance that risks are being effectively identified and managed. This reporting frequency aligns with the City of London's Risk Management Framework and exceeds the requirements of the Charity Commission.

8. Detailed risk registers are presented every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception.
9. New risk management reporting appendices have recently been developed for use across all departments as part of the *Informed Decision Making* objective of the Risk Management Strategy 2024-2029. These appendices are intended to help promote consistency and accuracy in risk management reporting to support strategic decision-making. Members will note that the risk register appended to this report takes this new format.

Current Position

10. The Executive Director Environment assures your Committee that all risks held by the Hampstead Heath charity continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
11. Risks are regularly reviewed by the Assistant Director and his management team, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 2.
12. New and emerging risks are identified through several channels, including:
 - Directly by Senior Leadership Teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services. For example, changes to legislation, resource availability, severe weather events.
13. The three highest risks for the Hampstead Heath charity remain the 'Decline in condition of assets', 'Impacts of anti-social behaviour on staff and site', and 'Work related stress', each of which is currently scored at Red 16 (likely to occur, with a major impact).
 - a. **Decline in condition of assets** – There are ongoing concerns about inadequate repair and maintenance of the charity's built assets and a range of actions are underway with the aim of reducing this risk.

Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications. Regular liaison meetings

between the two departments are held to manage the delivery programme.

The actions include one owned by the CSD's Operations Group Director: to deliver work packages as agreed with the Environment Department. This and all other actions are kept under regular review.

- b. **Impacts of anti-social behaviour on staff and site** – Instances of anti-social behaviour continue to increase.

Increased security provision proved effective in the reduction of anti-social behaviour at the Lido over the summer period. A contract with the external security provider has now been agreed for the provision of supplemental security resource as required, both at the Lido and elsewhere. Four additional Constables are being recruited which will further increase security presence.

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 over time.

- c. **Work related stress** - Some members of staff are currently experiencing overwork due to insufficient staffing levels, and are working additional, unpaid, hours to meet service delivery demands. This is resulting in increased levels of workplace stress and anxiety. Senior Management are actively working to address this risk and are undertaking a range of actions, including refining the business plan process to better prioritise workstreams; reviewing staff rotas; seeking funding for additional staff resource; and liaising with HR and Occupational Health to provide staff with appropriate support. It is hoped that these actions will, in time, reduce the risk score to Amber 12 (possible / major impact). Other appropriate actions will be considered to enable a further reduction.

Hampstead Heath Risks

14. The Hampstead Heath Risk Register contains fourteen risks (three RED, ten AMBER, one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his management team.
15. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. The risks are listed below along with explanations of any changes to the scores. Full details of the risks and their mitigating actions are set out in the detailed risk register at Appendix 1.

- **ENV-NE-HH 007: Decline in condition of assets**
Current risk score: RED 16
- **ENV-NE-HH 014: Impacts of anti-social behaviour on staff and site**
Current risk score: RED 16
- **ENV-NE-HH 015: Work related stress**
Current risk score: RED 16
- **ENV-NE-HH 001: Budget pressures**
Current risk score: AMBER 12
- **ENV-NE-HH 004: Adverse impacts of extreme weather and climate change**
Current risk score: AMBER 12
- **ENV-NE-HH 002: Negative impacts of visitor pressure**
Current risk score: AMBER 8
- **ENV-NE-HH 006: Risks to health and safety**
Current risk score: AMBER 8
- **ENV-NE-HH 009: Water facilities - safety**
Current risk score: AMBER 8
- **ENV-NE-HH 010: Deterioration of water bodies**
Current risk score: AMBER 8
- **ENV-NE-HH 011: Recruitment and retention of suitable staff**
Current risk score: AMBER 8
- **ENV-NE-HH 013: Tree event or failure**
Current risk score: AMBER 8
This risk remains at a score of Amber 8 (likely to occur with a serious impact). However, the approach has changed from aiming to reduce the risk, to accepting that it is at the lowest achievable level. Tree and limb failures are increasing due to the ongoing effects of climate change. There are no actions available that would reduce the likelihood of the risk, nor the impact should it occur. However, officers continue to take a range of actions to control the risk and maintain it at the current level, ensuring the safety of staff and site users.
- **ENV-NE-HH 003: Outbreak of fire in woodland/heathland**
Current risk score: AMBER 8
Following the absence of any significant fire events over the summer, the recent acquisition of a fire fogger, and additional training for staff, the

impact of this risk has been reassessed and the score lowered to the target of Amber 6 (possible likelihood / serious impact).

The risk is now accepted at this lower level as there are presently no additional available actions that would reduce the likelihood or impact any further. However, officers will continue to take the stated actions to control the risk at the current level.

- **ENV-NE-HH 005: Negative impacts of pests and diseases**
Current risk score: AMBER 6
- **ENV-NE-HH 008: Negative impacts of development and encroachment**
Current risk score: GREEN 4

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 Risk Register
- Appendix 2 – City of London Corporation Risk Matrix

Contact

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ENV NE - Hampstead Heath Risk Register

Report Type: Risks Report

Report Author: Joanne Hill

Generated on: 19 September 2025



Rows are sorted by Risk Score

Risk Level Description Service

Risk Code	ENV-NE-HH 007	Risk Title	<i>Decline in condition of assets</i>
<div>Page 87</div> <div>Description</div>	<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>		

Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	10-Aug-2015

Page 88	<p>Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications.</p>	
	<p>Documents outlining responsibilities by asset and task are under review, in particular the Division of Responsibilities between CSD and the Environment Department, and the Corporate Controller of Premises Policy.</p>	
	<p>The Assistant Director Charity Development is taking forward recommendations for changes to ways of working with CSD and other corporate departments. In particular, Service Level Agreements.</p>	
	<p>The Natural Environment Charity Review is considering alternative funding options to enable charities to have greater influence over management and investment in their assets.</p>	
<p>Surveys of condition of high priority lodges have been undertaken and have informed further agreements and working with CSD to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential.</p>		19-Sep-2025

Appendix 1

	<p>Work is underway with CSD and other corporate departments to assess, allocate and prioritise backlog funding to areas of most need. Recent progress includes toilet refurbishment works at Golders Hill Park and on Hampstead Heath. Also, further electrical improvements are underway at Golders Hill Park.</p> <p>Additional projects will be completed through delivery of the 5-year Cyclical Works Programme (CWP). Officers will continue to monitor risk levels as the CWP is delivered and new issues are identified. The risk remains high. The target date has been set to the end of 2026 and we will reassess it at that time, but we do not expect the overall risk for the charity to reduce before the 5-year CWP is complete.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
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.	<p>The Assistant Property Facilities Manager (APFM) is in regular contact with Natural Environment Division stakeholders. Officers are continuing to work with CSD to resolve service delivery issues.</p> <p>We are establishing regular project prioritisation meetings with the CWP (Cyclical Works Programme) Team for project oversight.</p> <p>This is an ongoing action and is kept under review.</p>	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025

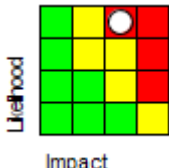
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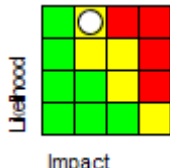
ENV-NE-HH 007d Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department.	Annual inspections of built assets were undertaken in conjunction with the City Surveyor's Department (CSD) and are now contingent upon there being sufficient capacity and resource. There is currently insufficient resource within the local team to complete all inspections but officers continue to liaise with colleagues in CSD to progress this. This is an ongoing action and is kept under review.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HH 007e Asset review Page 90	Asset management review.	The Natural Environment Charity Review (NECR) has compiled a comprehensive list of all assets and determined ownership. Consultants have been appointed to carry out an independent review of complementary land assets – their report is due at the end of 2025 and will be presented to Committees in Q1 2026.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Mar-2026
ENV-NE-HH 007g Delivery of works	City Surveyor's Department to deliver works as agreed and funded either by CWP funds and/or directly by the Environment Department.	The CSD's Operations Group deliver work packages as agreed with the Environment Department, within agreed allocated funds, timelines and specifications. This is delivered either via the Cyclical Works Programme (CWP), capital and/or local risk budget. Regular liaison meetings are held between Environment and CSD to manage the delivery programme, and to ensure any risks / issues / conflicts / etc are escalated and understood by all parties.	19-Sep-2025	Peter Collinson	31-Dec-2025

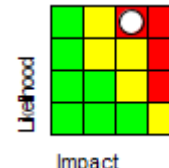
Risk Code	ENV-NE-HH 014
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Risk Title	<i>Impacts of anti-social behaviour on staff and site</i>
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Description	<p>Cause: Anti-social behaviour of members of the public.</p> <p>Event: Anti-social, irresponsible or unsafe behaviour and abuse of staff, particularly during extremely busy periods.</p> <p>Effect: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.</p>
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Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	16-Jan-2024

Latest Note	<p>A departmental 'Unreasonable Behaviour Protocol' has been developed to tackle abuse of staff, including rapid reporting of incidents. A local process has also been implemented to ensure recording of all incidents and appropriate action is taken as necessary.</p> <p>There has been a significant increase in drugs and used needles being found on West Heath.</p> <p>An external security provider was used over the summer to provide supplementary security for the Lido. This was successful and their presence had a positive impact, appearing to have reduced instances of ASB at the Lido.</p> <p>We have recently installed new roller shutters on the Mixed and Men's Ponds observation huts to protect the windows outside of operational hours, following incidents of trespass and break-ins during previous years.</p>	19-Sep-2025
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Appendix 1

	<p>Relevant training on conflict management has been provided to North London Open Spaces front-line staff.</p> <p>Locally, officers encourage responsible behaviour and put preventative measures in place where possible. Collaboration with the police and other enforcement agencies to minimise incidents is ongoing. Officers will continue to hire in supplemental security resource where necessary.</p> <p>We are recruiting four additional Constables which will increase the security presence. The target date for this risk has been extended to the end of 2026 to allow for the impact of the additional staff to be assessed.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 014a Departmental 'Abuse of Staff Policy'	Develop Departmental 'Abuse of Staff Policy'.	<p>An Environment Department reporting system is in place to enable rapid reporting of instances where staff experience abusive or unacceptable behaviour from members of the public. A Departmental 'Unacceptable Behaviour Protocol' has also been introduced.</p> <p>Locally, all instances of such behaviour are recorded and appropriate action taken. The North London Open Spaces team is also making HR colleagues aware of the practical day-to-day challenges of managing open spaces.</p>	19-Sep-2025	Bill LoSasso	31-Dec-2025

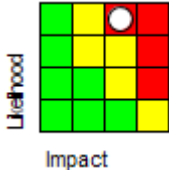
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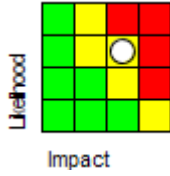
		<p>Additional security presence at the Lido and Paddling Pool proved to be effective over summer 2025 and will continue to be monitored.</p> <p>The 'due date' for this action is the date when it will next be reviewed.</p>			
<p>ENV-NE-HH 014c Enforcement partnerships</p>	Build enforcement partnerships.	<p>This is ongoing with relevant local agencies and partners.</p> <p>A contract with an external security provider has now been agreed for the provision of supplemental security resource where necessary, including at the Lido for the high-season.</p>	19-Sep-2025	Bill LoSasso	31-Dec-2025
<p>ENV-NE-HH 014d Educate visitors</p>	Educate visitors to use the Heath responsibly.	<p>The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate.</p> <p>This is an ongoing action - the due date is the date of the next scheduled review.</p>	19-Sep-2025	Bill LoSasso	31-Dec-2025

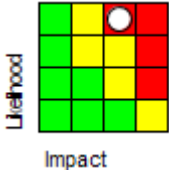
Risk Code	ENV-NE-HH 015
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Risk Title	<i>Work related stress</i>
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Description	<p>Cause: Insufficient staffing numbers available to meet existing workloads as a consequence of significant cuts to NLOS staffing during the Target Operating Model (TOM2) process and other reductions.</p> <p>Event: Staff are overworked, lone working; critical services are not delivered, procedures are not updated or followed.</p> <p>Effect: Higher staff absence; increased staff turnover; reduced staff wellbeing and mental and physical health; inability to deliver services; reputational damage due to decreased service delivery; increased risk of accident and injury to staff or public.</p>
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Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	30-Apr-2025

Latest Note	<p>Some members of staff are experiencing overwork due to insufficient staffing levels, and are working additional, unpaid, hours to meet service delivery demands. This is resulting in increased levels of workplace stress and anxiety. The current risk score is assessed as Red 16 (likely to occur with a major impact) to reflect this.</p> <p>Senior Management are working to address this situation as identified in the actions below.</p> <p>We aim to reduce the risk score to the initial target of Amber 12 (possible/major) by the end of 2026. We will then reassess the situation to see whether additional resources have been effective in reducing the risk, and we will consider other actions which may enable the score to reduce.</p>	19-Sep-2025
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Appendix 1

Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 015a Business Planning	Improve prioritisation of tasks through the new Five-Year Charity Business Plan.	The business planning process for the charity is being refined and implemented to better prioritise workstreams and reduce overwork where possible. This will be reviewed and improved annually.	19-Sep-2025	Bill LoSasso	31-Mar-2026
ENV-NE-HH 015b Staff rotas	Review staff rotas	Staff rotas will be reviewed during 2025 to modernise work schedules and quantify/document staffing gaps where possible.	19-Sep-2025	Bill LoSasso	31-Dec-2025
ENV-NE-HH 015c Income generation	Identify additional funding to increase staff resource.	A Head of Development and Partnerships has been appointed to support income generation and fundraising. We hope that the work of this officer will identify funding for additional staff resources. The due date of this action is set for December 2026 to enable time for the impact of the post holder's work to start to be realised.	19-Sep-2025	Bill LoSasso	31-Dec-2026
ENV-NE-HH 015d Natural Environment Charity Review	Seek options through the Natural Environment Charity Review.	Senior Managers will advocate, via the Natural Environment Charity Review (NECR), for restoration of funding which was cut during the Target Operating Model (TOM2) process and elsewhere.	19-Sep-2025	Bill LoSasso	31-Mar-2026
ENV-NE-HH 015e Provide	Liaise with HR and Occupational Health	Senior Managers will continue to liaise with HR and the Occupational Health service as	19-Sep-2025	Bill LoSasso	31-Dec-2025

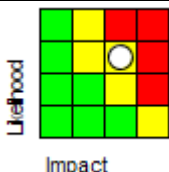
support for staff		<p>appropriate to ensure support is provided for staff. Stress Risk Assessments will be considered where appropriate.</p> <p>This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.</p>			
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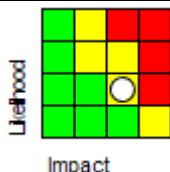
Risk Code	ENV-NE-HH 001
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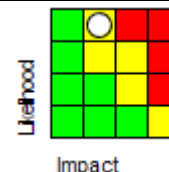
Risk Title	<i>Budget pressures</i>
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Description	<p>Cause: Reduced budgets; running costs of the Heath exceed income generation; expanding demand on services; and aging assets requiring investment.</p> <p>Event: Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets.</p> <p>Effect:</p> <p>Failure to deliver statutory duties. Failure to meet strategic objectives. Decline in range, and quality, of services. Closure of facilities. Decline of the built environment. Reputational damage to the City of London.</p>
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Page 97

Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	29-Jan-2019

Latest Note	<p>The new operational structure devotes staff resource to develop income generation - we have appointed a Head of Development and Partnerships to support income generation and fundraising.</p> <p>The date by which we aim to reduce this risk to the target score has been extended to December 2026 to allow time for the results of the new post holder's work to begin to be realised.</p>	19-Sep-2025
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	Reducing budget pressures is strongly linked to the amount of the annual grant provided to the charity under the grant funding model under the Natural Environment Charity Review. The Hampstead Heath charity will transition to a grant funding model from 2026/27 (moving from the current deficit funding model).	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 001a Budget Monitoring Page 98	Monitor budgets monthly and consider income generation opportunities.	Regular review and forecasting of the budget position is undertaken with the Chamberlain's Department. The new Head of Development and Partnerships will focus on developing income generation opportunities.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Mar-2026
ENV-NE-HH 001c Appoint Head of Development and Partnerships	Appoint Head of Development and Partnerships	The new operational structure includes the role of 'Head of Development and Partnerships' for North London Open Spaces which has now been appointed to. The post holder will focus on income generation.	19-Sep-2025	Bill LoSasso	31-Mar-2026
ENV-NE-HH 001d Service reductions	Consider reduction of service provision if necessary.	From the present until the end of the next fiscal year, officers will assess the need to review, and consider reduction of, service provision.	19-Sep-2025	Bill LoSasso	31-Mar-2027
ENV-NE-HH	Ensure cost recovery for services	Ensure cost recovery for services provided	19-Sep-2025	Bill LoSasso	31-Dec-2026

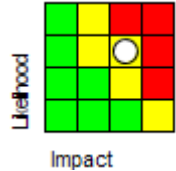
001e Cost recovery	where appropriate.	where appropriate. This is an ongoing action and will be kept under regular review.			
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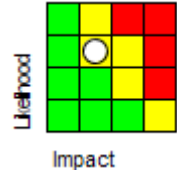
Risk Code	ENV-NE-HH 004
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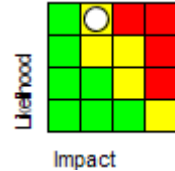
Risk Title	<i>Adverse impacts of extreme weather and climate change</i>
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Description	<p>Cause: Climate change: more frequent and severe storms, wind, rainfall, snow or drought.</p> <p>Event: More frequent and severe storm damage, flooding, and fires.</p> <p>Effect:</p> <p>Injury or death to staff, visitors, contractors and volunteers.</p> <p>Damage to flora and fauna.</p> <p>Damage to property (City of London owned property and that of neighbours and service users).</p> <p>Disruptions to service delivery.</p> <p>Temporary site/area closures.</p> <p>Increased demand for staff resources to respond to incidents and maintain site safety.</p> <p>Increased costs for reactive management and insurance claims.</p>
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Page 00

Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	10-Aug-2015

Latest Note	<p>The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events. The target date has been extended to the end of the financial year to enable time for mitigating actions to be completed.</p> <p>There is an increased chance of flash flooding at Golders Hill Park and South End Green due to run-off from the</p>	19-Sep-2025
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Appendix 1

	<p>ponds, although some minor works have now slightly reduced the risk of flooding.</p> <p>Extreme weather events continue to be managed. The Extreme Weather Protocol will be reviewed by the end of March 2026.</p> <ul style="list-style-type: none"> • MET office Storm Centre warnings are monitored. • MET Office Flood Alerts and Warning are monitored. This includes monitoring for potential flash flooding caused by summer sudden convection storms and heavy rain falling on dry ground. Action is taken to manage pond levels. In a major storm with very high levels of rainfall there would still be flooding downstream, but the risk of dam failure has been reduced significantly as a result of the 2015 Ponds Project. • The MET Office Fire Severity Index is monitored. <p>Officers will seek more accurate weather warning and monitoring sources over the coming months.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jonathan Meares; Charlotte Williams

Associated Actions

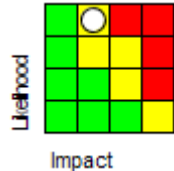
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 004a Review Met Office information	Monitor MET Office weather warnings.	<p>MET Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.</p> <p>Officers will be seeking more accurate sources of weather warnings and monitoring over the coming months.</p>	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Mar-2026
ENV-NE-HH 004b Review of site	Review site plans annually or, if appropriate, following an incident.	An Emergency Action Plan is in place. It is reviewed regularly by the District Surveyor's Engineering Team and/or after an emergency	19-Sep-2025	Jonathan Meares; Charlotte	31-Dec-2025


Appendix 1

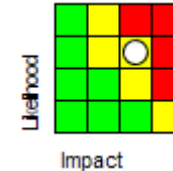
emergency plans	Reviews usually conducted in September and agreed later in the year.	<p>incident. The 2024 review was completed.</p> <p>The statutory inspection of Hampstead Heath's reservoirs is conducted every six months.</p> <p>This is an ongoing action. The due date shown is the date of the next review.</p>		Williams	
ENV-NE-HH 004c Extreme Weather Protocol	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	<p>In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding.</p> <p>The Protocol will be reviewed along with the Environment Department's Tree Safety Policy in the coming months.</p> <p>We are working with LB Camden and LB Barnet Climate Resilience Teams to reduce the impact of localised flooding around the Heath.</p>	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Mar-2026

Risk Code	ENV-NE-HH 002	Risk Title	<i>Negative impacts of visitor pressure</i>
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Description	<p>Cause: An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes which are not designed for such high visitor numbers.</p> <p>Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-2027

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	01-Dec-2020

Latest Note	<p>The current risk remains at the same level.</p> <p>Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme. The most ecologically sensitive areas are fenced off to prevent access - this is funded through the Climate Action Strategy (CAS), along with aeration and compaction monitoring work.</p> <p>Achievement of target score is contingent upon funding and support for restoration works. The target date to reduce the risk has been extended to the current end date of the CAS Carbon Removals and Resilience Projects.</p>	19-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

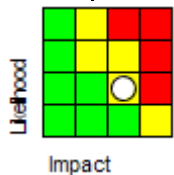
Associated Actions

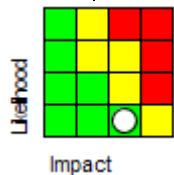
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 002a Mitigation Actions Page 104	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> • Additional monitoring and ecological assessments required. • Surveys to monitor visitor numbers and evaluate environmental impacts on the Heath. • Messaging via social media asking visitors to use the site responsibly. • Regular Ranger and Constabulary activity. • Programmed restoration work is ongoing. • Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage. • Carrying out educational and messaging campaigns to encourage the public to use the site responsibly. • Very severely affected areas are temporarily fenced off to enable recovery. <p>We expect this to be a long-term mitigation exercise: the action 'due date' is the date of the next review.</p>	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Mar-2027
ENV-NE-HH 002b Seek additional funding	Seek funding for restoration work.	Officers continue to seek funding for future restoration works, particularly through the Climate Action Strategy (CAS).	19-Sep-2025	Jonathan Meares	31-Mar-2027


Risk Code	ENV-NE-HH 006
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Risk Title	<i>Risk to health and safety</i>
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Description	<p>Cause: The operation of a large public green space, such as Hampstead Heath, carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors.</p> <p>Event: Incident or accident with health and safety implications.</p> <p>Effect: Injury or death of a member of the public, volunteer, staff or contractor. Financial penalty as a result of insurance claims, or non-compliance with health and safety legislation. Reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	10-Aug-2015

Latest Note	<p>The current risk score remains unchanged, but we aim to reduce it the over coming months by further increasing proactive Health and Safety (H&S) management, including audits, inspections, communications and staffing. The target date has been extended to the end of September.</p> <p>Officers continue to proactively address H&S issues and work closely with the departmental and corporate H&S teams.</p> <p>The new Corporate Safe365 Health and Safety system is now being used across the North London Open Spaces.</p>	19-Sep-2025
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Appendix 1

	H&S Workshops for staff were recently held at Parliament Hill and Heathfield House to discuss health and safety; raise awareness of the importance of H&S compliance; and to ensure that staff are fully aware of their responsibilities.	
	The target date has been extended to reflect the timeline of the mitigating actions.	

Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jonathan Meares; Charlotte Williams

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 006a Annual Health and Safety site audits 2025	Continue to undertake regular health and safety assessments.	<p>Fire Risk Assessments and water safety audits are undertaken by an external contractor. A Water Safety Audit was carried out in Spring 2025 across all four sites (the three ponds and the Lido). A Reservoir Panel Engineer inspection was also undertaken. A full review of Safe Systems of Work (SSoW) has been, and continues to be, undertaken by CoL staff.</p> <p>A North London Open Spaces fleet audit has been undertaken by the CoL's Transport Policy Team - the result was largely positive, and the few resulting recommendations are being addressed. A re-audit will take place to reassess and check progress.</p> <p>This is an ongoing action which is reviewed</p>	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025

Appendix 1

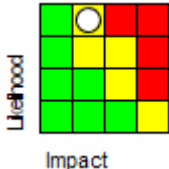
		regularly. The due date shown is the date of the next review.			
ENV-NE-HH 006b Health & Safety meetings	Relevant officers to participate in Departmental Health and Safety Improvement Group meetings. Hold regular Divisional and Sub-Divisional Health and Safety meetings. Keep staff informed, consulted and updated on health and safety matters.	The Head of Operations and Parks chairs regular North London Open Spaces Health and Safety meetings; and represents NLOS at the Divisional and Departmental Health and Safety Group meetings. This is an ongoing action: the 'Due Date' is the date of the next review.	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HH 006d Risk management culture	Continue to develop a culture of proactively reporting accidents, incidents and near misses.	Officers continue to report accidents and near misses. Accidents are subject to investigation and reviewed by the site supervisor and the Departmental Health and Safety Improvement Group. A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised for staff. H&S Workshops were recently held for staff to discuss H&S; raise awareness of the importance of H&S compliance; and to ensure that staff are fully aware of their responsibilities. This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HH 006e	Annual RoSPA inspections of all playgrounds.	Annual RoSPA inspections of all playgrounds are carried out; the next ones are scheduled to	19-Sep-2025	Jonathan Meares;	31-Dec-2025

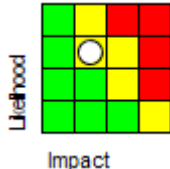
Playground inspections		<p>take place in October 2025</p> <p>Training has been provided to relevant staff to enable them to carry out monthly inspections of playgrounds. A Playground Working Group has been established, and meets quarterly, to discuss ongoing maintenance of playgrounds.</p> <p>A best practice guide for the design, creation, installation and maintenance of playgrounds has been developed.</p>		Charlotte Williams	
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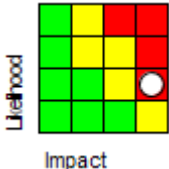
Risk Code	ENV-NE-HH 009
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Risk Title	<i>Water facilities - safety</i>
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Description	<p>Cause: Improper use of water facilities: members of the public swimming in unauthorised areas; swimming outside of designated zones/times; fail to pay attention to acclimatisation requirements. Insufficient signage; poor maintenance of banks.</p> <p>Event: Unable to effect safe rescue of swimmer/person in pond.</p> <p>Effect: Death or serious injury of member of public, contractor or staff in ponds. Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
16	Unlikely	Extreme
Red	Creation Date	10-Aug-2015

Latest Note	<p>The current risk score remains Amber 8 (likely / serious) due to the increased popularity of the facilities and continued incidents of unauthorised access.</p> <p>Supervised water facilities: During official opening hours, these facilities are fully staffed with trained lifeguards and swimming stewards. However, members of the public do access these outside of opening hours which increases the risk of drowning, injury and antisocial behaviour. Measures are in place to ensure the health and safety of staff and visitors, but there is additional pressure during peak seasons when attendance increases. Additional staff were recruited to cover the extended hours over the peak summer season.</p> <p>This risk is partly mitigated by the continuation of the booking system which controls the number of people who are</p>	19-Sep-2025
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Appendix 1

	<p>admitted during the busiest periods. Staffing levels are increased during busier periods.</p> <p>An independent auditor undertakes an annual water safety audit of health and safety compliance for the Lido and ponds - this is next due in October 2025. All operational activity is compliant with health and safety requirements.</p> <p>Unsupervised water facilities: These water bodies are not designated swimming facilities and suitable signage is erected and maintained. However, members of the public still enter the water, thereby increasing the risk of drowning and injury. Staff are alert to the issue and carry out regular patrols, subject to staff capacity.</p> <p>The Winter Swimming Club is permitted to swim at the Mixed Pond without supervision, subject to a written agreement that transfers risk to members of the club who follow procedures and have suitable insurance cover.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Charlotte Williams

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 009a Staff training	Training for lifeguards, swimming stewards and operational / maintenance staff to ensure the safety of water bodies and swimmers.	<p>Ongoing training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.</p> <p>The due date shown is the date of the next scheduled review.</p>	19-Sep-2025	Paul Jeal; Charlotte Williams	31-Dec-2025
ENV-NE-HH 009b Signage	Appropriate signage at ponds. Rangers check signage weekly. They also check gates are locked and life rings are in place.	This is actively monitored. Signage, specifically at water bodies, is checked by the Ranger Team as part of their weekly patrols and defects are reported for repair or replacement.	19-Sep-2025	Paul Jeal; Jonathan Meares; Charlotte Williams	31-Dec-2025


		The due date shown is the date of the next review.			
ENV-NE-HH 009c Safety equipment	Safety equipment accessible at ponds. Weekly checks by lifeguards. Monthly safety equipment checks by Rangers.	This is actively monitored. Safety equipment is checked weekly by lifeguards and monthly by Rangers as part of their patrols. Defects are reported for repair or replacement. An annual contract with a company has been agreed to carry out LOLER inspections on all equipment and carry out repairs as necessary.	19-Sep-2025	Charlotte Williams	31-Dec-2025
ENV-NE-HH 009e Ponds and lido management	Manage the ponds and lido to reduce the likelihood of unauthorised access and health and safety incidents.	Front line staff continue to patrol non-lifeguarded ponds, particularly during extreme weather conditions. Stewards are available during operating hours at the ponds and the Lido to promote customer safety. Casual staff are used to bolster the full-time workforce and FTC staff are employed during the busy summer period. The non-lifeguarded facilities are heavily signed; this is done prior to the beginning of the summer season, emphasising that people should not be swimming in these ponds. We also have regular patrols by both Constabulary and Heath Rangers to monitor and to help with compliance. Supplemental security resource is employed during peak periods to help ensure the health and safety of staff and members of the public.	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025

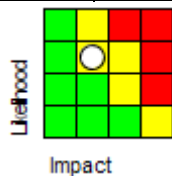
		The due date shown is the date this action will next be reviewed.			
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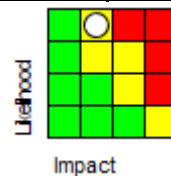
Risk Code	ENV-NE-HH 010
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Risk Title	<i>Deterioration of water bodies</i>
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Description	<p>Cause: Climate change; intermittent contamination from drainage of neighbouring properties.</p> <p>Event: Deterioration in water quality of the ponds and wetlands on the Heath, and increased likelihood of flooding.</p> <p>Effect: Decrease in ecological conditions, habitat diversity and species diversity. Damage from flooding.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	12-Aug-2022

Latest Note	<p>Ponds are dynamic landscape features which require ongoing management to allow conservation for the future. The ponds and wetlands on Hampstead Heath provide a core component to the Heath's overall ecological value in terms of habitat diversity, and consequently species diversity.</p> <p>The 'Ponds and Wetlands Plan' makes a series of recommendations for future management which are implemented as appropriate.</p> <p>A new diffuser system has been installed in the Ladies Pond to improve water quality. Funding has been confirmed to install diffuser systems at the Men's Pond, Mixed Pond, Hampstead No. 2, and the Model Boating Pond. Works are due to commence in October 2025. This is critically important to protect income streams, comply with bathing water regulations, and ensure a healthy ecosystem. The target date of the risk has been extended to after the works are due to be complete.</p>	19-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jonathan Meares

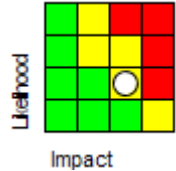
Associated Actions

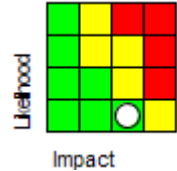
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 010a Ponds and Wetlands Plan	Implement the recommendations in the Ponds and Wetlands Plan as appropriate.	The Ponds and Wetlands Plan makes a series of recommendations for future management. Officers, in consultation with stakeholders, will discuss and, where appropriate, implement recommendations. The due date shown is the date this action will next be reviewed.	19-Sep-2025	Jonathan Meares	31-Dec-2025
ENV-NE-HH 010b Install aeration equipment	Install aeration equipment	A new diffuser system has been installed in the Ladies Pond to improve water quality. Funding has been confirmed to install diffuser systems at the Men's Pond, Mixed Pond, Hampstead No. 2, and the Model Boating Pond. Works are due to commence in October 2025. This is critically important to protect income streams, comply with bathing water regulations, and ensure a healthy ecosystem.	19-Sep-2025	Jonathan Meares	31-Dec-2025

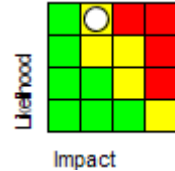
Risk Code	ENV-NE-HH 011
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Risk Title	<i>Recruitment and retention of suitable staff</i>
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Description	<p>Cause: Difficulties in recruiting and retaining suitable individuals. Reduced affordability of living in or near London.</p> <p>Event: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces.</p> <p>Effect:</p> <p>Inability to maintain Hampstead Heath to an acceptable standard.</p> <p>Increased number of complaints regarding the services.</p> <p>Decline of natural and built environment.</p> <p>Decline in quality of assets.</p> <p>Closure of facilities.</p> <p>Reputational damage to the Corporation.</p> <p>Pressure on existing staff to cover vacancies and absences.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	12-Aug-2022

Latest Note	<p>The current risk score remains as Amber 8. The new organisational structure has been confirmed and recruitment is underway. We have made good progress; this has required a considerable amount of investment in recruitment advertising. The risk will reduce as vacancies are filled with suitably qualified candidates - the target date has been set to the end of the year accordingly.</p>	19-Sep-2025
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Appendix 1

	Succession planning will be considered as part of future recruitment, ensuring adequate handover periods.	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

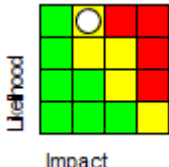
Associated Actions

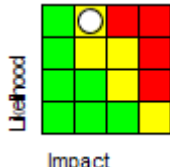
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 011b Recruit to vacant posts	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is progressing well. It is hoped that the remaining vacancies will be filled by the end of 2025.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HH 011c Embed new structure	Embed new operational structure.	Support and training are being provided to existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities. This is an ongoing action. The due date shown is the date the action will next be reviewed.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025

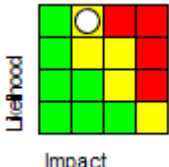
Risk Code	ENV-NE-HH 013
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Risk Title	<i>Tree event or failure</i>
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Description	<p>Cause: Large numbers of older, more vulnerable trees across Hampstead Heath and Golders Hill Park, which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage; increased expense for the City of London.</p>
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Current Risk		
Risk Score	Likelihood	Impact
7 8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	01-Feb-2023

Latest Note	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing relevant parts of the Heath or Golders Hill Park in extreme weather conditions. The Protocol will be reviewed by the end of March 2026.</p> <p>An annual review by external consultants of the North London Open Spaces' Tree Safety Systems was undertaken</p>	19-Sep-2025
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Appendix 1

	<p>in January 2025. Actions and recommendations are being taken forward. Due to the increase in instances of tree failures, associated with ongoing climate change, we accept that we are unable to reduce this risk further than the current score of Amber 8 ('Likely/Serious'). The risk is kept under ongoing review and actions taken to maintain it at the current level, ensuring the safety of staff and site users.</p> <p>The target date shown is the date of the next risk review.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jonathan Meares

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 013a Tree Management systems 8	Continue to comply with established tree management systems.	<p>A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away. The North London Open Spaces' (NLOS) Tree Team works across all NLOS sites.</p> <p>A tree failure database is maintained to record significant tree failures at Hampstead Heath and Golders Hill Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.</p>	19-Sep-2025	David Humphries; Jonathan Meares	31-Dec-2025
ENV-NE-HH 013b Extreme Weather	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also	An Extreme Weather Protocol is in place which requires relevant sites/parts of sites to be closed during extreme weather events,	19-Sep-2025	David Humphries; Jonathan	31-Mar-2026

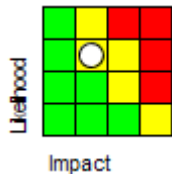
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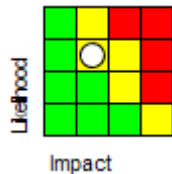
Protocol	ENV-NE-HH 004: Climate and Weather)	such as high winds, lightning/storms or flooding. The Protocol will be reviewed by the end of March 2026.		Meares	
ENV-NE-HH 013c Annual tree management audit	Annual tree management audit carried out by external consultant.	An annual review by external consultants of North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward.	19-Sep-2025	David Humphries; Jonathan Meares	31-Dec-2025
ENV-NE-HH 013d Tree Safety Policy	Review Natural Environment Division's Tree Safety Policy	<p>The Natural Environment Division Tree Safety Policy sets out the requirements and processes that must be in place at all sites for proactive tree inspection programmes, based upon prioritisation criteria, and reactive inspections following incidents such as severe weather events. The Policy is based upon guidance issued by the National Tree Safety Group (NTSG) and has proven effective when tested following previous incidents.</p> <p>The Natural Environment Division's Tree Safety Group will review the Policy to check that it is being implemented fully across the Division and will amend the content as necessary to reflect any changes.</p> <p>The NTSG has now released revised guidance - the CoL was actively involved in the NTSG review and contributed to this new guidance. The Divisional Group will further review the Divisional Tree Safety Policy to ensure it aligns with the National Guidance.</p>	19-Sep-2025	David Humphries; Jonathan Meares	31-Mar-2026

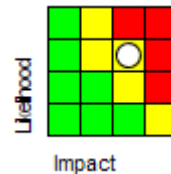
Risk Code	ENV-NE-HH 003
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Risk Title	<i>Outbreak of Fire in Woodland / Heathland</i>
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Description	<p>Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires, arson.</p> <p>Event: Large-scale fire / increased frequency of fires.</p> <p>Effect: Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Decreasing

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	10-Aug-2015

Latest Note	<p>Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase.</p> <p>Members of staff have attended Vegetation Fire Foundation and Wildfire Management Plan training courses. A Fire Fogger is also being purchased through the Carbon Removals Project and relevant staff have been trained on use of this equipment.</p> <p>A range of preventative actions are being undertaken. There were no significant fire events over the summer, and</p>	19-Sep-2025
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Appendix 1

	<p>this along with the acquisition of, and training on, the additional equipment, has led to the risk being reduced to the target score of Amber 6 (possible / serious). The risk is now accepted at the new score as we cannot reduce it further, but actions will continue to be taken to maintain it at that level.</p> <p>The target date shown is the date of the next risk review.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Bill LoSasso; Jonathan Meares; Charlotte Williams

Associated Actions

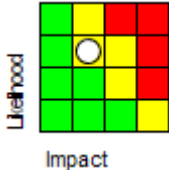
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH E03a Improve Fire Awareness 121	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire Safety Plans cover wildfire/heath fires; they are reviewed annually and will be reviewed again before summer 2026. Funding secured by the Carbon Removals project team has enabled members of staff to receive training on Vegetation Fire Foundation and Wildfire Management Plans. A Fire Fogger has been purchased through the Carbon Removals Project and relevant staff have been trained on the use of this equipment. We remain in regular contact with the London Fire Brigade and arrange site visits when needed to obtain advice on fire prevention.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-May-2026

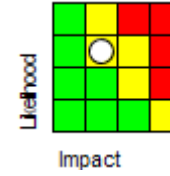
		The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.			
ENV-NE-HH 003c Signage and messaging	Public information via signage and social media messaging.	Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message. This is an ongoing action - the due date shown is the date of the next review.	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025

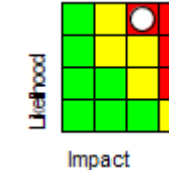
Risk Code	ENV-NE-HH 005
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Risk Title	<i>Negative impacts of pests and diseases</i>
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Description	<p>Cause: Inadequate biosecurity, buying of infected trees, plants or animals. Oak Processionary Moth (OPM) is endemic across England.</p> <p>Event: Tree disease including Massaria, Ash Dieback, OPM. Sites become infected by animal, plant or tree diseases.</p> <p>Effect: Service capability disrupted; public access to sites restricted; tree decline; reputational damage; substantial cost of removal of OPM; risk to human health from OPM.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	10-Aug-2015

Latest Note	<p>Environmental factors, specifically drought and hotter summers increase vulnerability of trees to pests and diseases. As these factors are beyond our control, we accept that we are unable to reduce this risk, but we will continue to keep the situation under review and take action to maintain the current score. The target date shown is the date the risk will next be reviewed.</p> <p>The threat of OPM across the North London Division is reducing. We have now moved almost entirely to the use of nature-based solutions for OPM management.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p>	19-Sep-2025
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Appendix 1

	<p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylella fastidiosa</i>.</p> <p>Sooty Bark Disease is becoming more common, due to warmer, drier summers.</p> <p>Staff continue to be vigilant and inspect for these and all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).</p> <p>Staff monitor reports of dead or injured birds across Hampstead Heath and, where appropriate, birds are tested for Avian Influenza.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jonathan Meares

Associated Actions

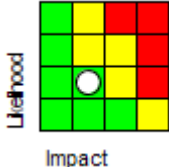
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 005a Tree and Plant Procurement	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action - the due date shown is the date the action will next be reviewed.	19-Sep-2025	Jonathan Meares	31-Dec-2025
ENV-NE-HH 005b Monitor OPM and tree diseases	Identification and treatment of Oak Processionary Moth and tree diseases.	The threat of OPM across the North London Division is reducing. We are now using almost entirely nature-based solutions for OPM management.	19-Sep-2025	Jonathan Meares	31-Dec-2025

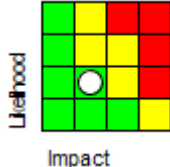
		<p>Staff remain vigilant for all tree pests and diseases.</p> <p>This is an ongoing action - the due date shown is the date the action will next be reviewed.</p>			
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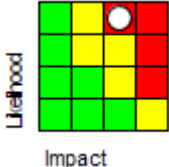
Risk Code	ENV-NE-HH 008
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Risk Title	<i>Negative impacts of development and encroachment</i>
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Description	<p>Cause: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities.</p> <p>Event: New houses, buildings or other developments on land affecting Hampstead Heath.</p> <p>Effect: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs. Negative impact on heritage value; high-rise developments may be detrimental to aesthetics and sightlines.</p>
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Current Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	23-Jun-2016

Latest Note	<p>The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time. The target date shown is the date of the next review.</p> <p>We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division.</p>	19-Sep-2025
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	Southern borders of Hampstead Heath may see significant development and there is public concern about the impact of this. Officers will engage with relevant parties if and when development occurs to reduce the impact on green space. They will also work in collaboration with relevant stakeholders.	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Bill LoSasso; Jonathan Meares

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HH 008a Local Authority Relationships Page 127	Maintain a close partnership with Planning Authorities. Assistant Director and Officers are in contact with neighbouring local authorities in regard to planning issues which may impact Hampstead Heath. Work collaboratively with local community and civic societies.	This is an ongoing action, the NLOS Division makes representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as necessary.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-2025
ENV-NE-HH 008b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	This is an ongoing action; we respond to planning issues as necessary. The 'Due Date' is the date of the next review. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-2025
ENV-NE-HH 008c Planning	The North London division monitors planning activity in	This is an ongoing action, the 'Due Date' is the date of the next review.	19-Sep-2025	Bill LoSasso; Jonathan	31-Dec-2025

applications	order to ensure it does not impact the open spaces.	<p>Officers respond to planning issues as necessary. Relevant planning applications are monitored.</p> <p>Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.</p>		Meares	
ENV-NE-HH 008d Engage planning consultant	Engage planning consultant.	Officers will contract with a planning consultant to support continued monitoring of development proposals surrounding the Heath.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-2025

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Dated: 21/10/2025
Subject: Operational Finance Progress Report 2025/26 (Quarter 1 April - June) – Hampstead Heath	Public report: For Information
This proposal: delivers Corporate Plan 2024-29 outcomes provides statutory duties	Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Executive Director Environment Chamberlain
Report author:	Niranjan Shanmuganathan, Chamberlain's Department

Summary

This report provides an update on the operational finance position as at period 3 (April – June) 2025/26 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 2025/26.
2. To ensure your committee is kept informed about the financial performance of the charity, an update on progress made against budgets as well as other financial matters will be reported to you on a quarterly basis. This approach will allow Members to ask questions and have a timely input into areas of particular importance.
3. Please also note that in the report below, income and favourable variances are represented by brackets, whereas figures without brackets indicate expenditure or adverse variances.

Revenue Operating Budget – 2025/26

4. The latest budget for Hampstead Heath charity for 2025/26 currently amounts to £6.476m net expenditure. As at June 2025, actual net expenditure amounted to £982k, with a current forecast outturn for 2025/26 of £6.338m net expenditure. This amounts to a projected net underspend of (£138k), equivalent to 2.13% of total budget.
5. A summary of the latest revenue budget position for 2025/26 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 – June 2025

	Latest Budget £'000s	Actual Jun 2025 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	11,825	2,415	11,778	(47)	0.40%
Gross Income	(5,439)	(1,432)	(5,440)	(91)	(1.70%)
Net Expenditure	6,476	982	6,338	(138)	2.13%

Expenditure

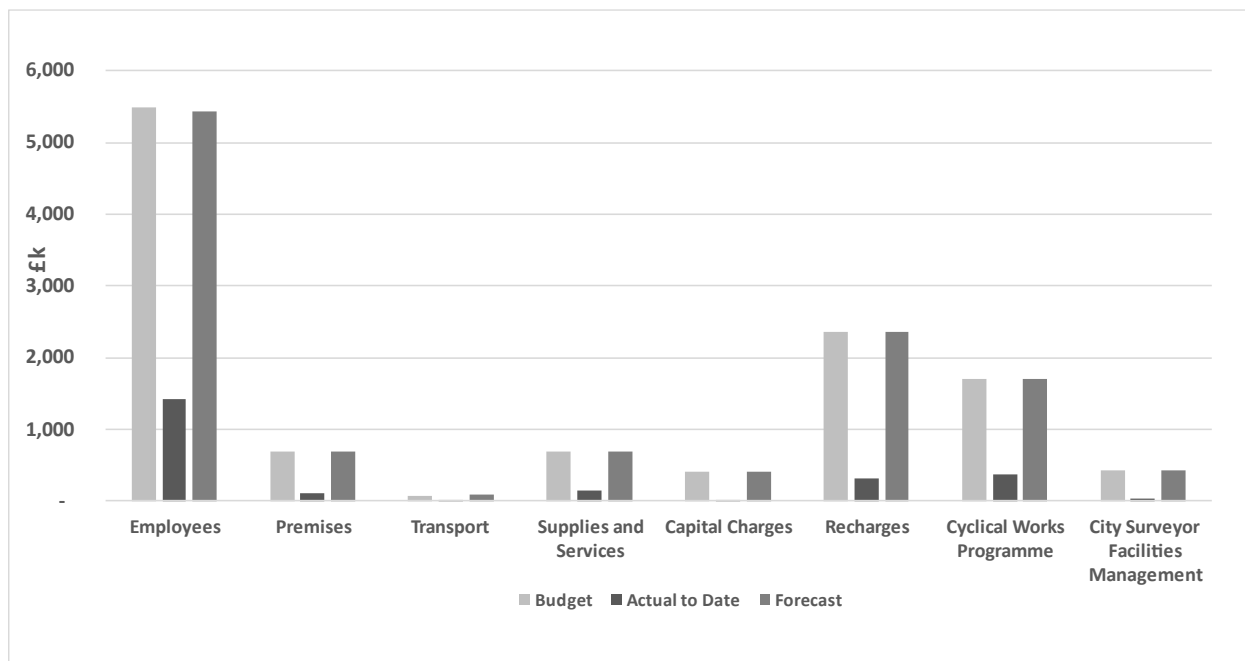
6. A breakdown and analysis of the latest gross expenditure position for 2025/26 is set out in Table 2 below:

Table 2 – Expenditure Summary – June 2025

	Latest Budget £'000s	Actual Jun 2025 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	7,342	1,692	7,295	(47)	(0.64%)
Recharges and Support Services	2,349	312	2,349	0	0.00%
City Surveyor Repairs and Maintenance	2,134	411	2,134	0	0.00%
Total Gross Expenditure	11,825	2,415	11,778	(47)	(20.42%)

7. As shown in Table 2, total gross expenditure to the end of June 2025 amounted to £2.415m, amounting to 20.42% of the total gross expenditure budget for 2025/26 of £11.825m. Graph 1 below also provides a graphical summary of the categories of expenditure incurred by the charity for April to June 2025.

Graph 1 – Expenditure Categories – April to June 2025



8. The charity is currently forecasting total gross expenditure for 2025/26 of £11.778m, a projected underspend of (£47k) equivalent to (0.40%) compared with a total gross expenditure budget of £11.825m. This underspend is primarily explained by the following:

- (£65k) direct employee underspend due to recruitment of vacant operative ranger roles and Head of Business Development;
- £5k indirect employee overspend to support recruitment of vacant roles and training of new staff;
- £13k overspend in transport costs required for additional service and repair of vehicles

Income

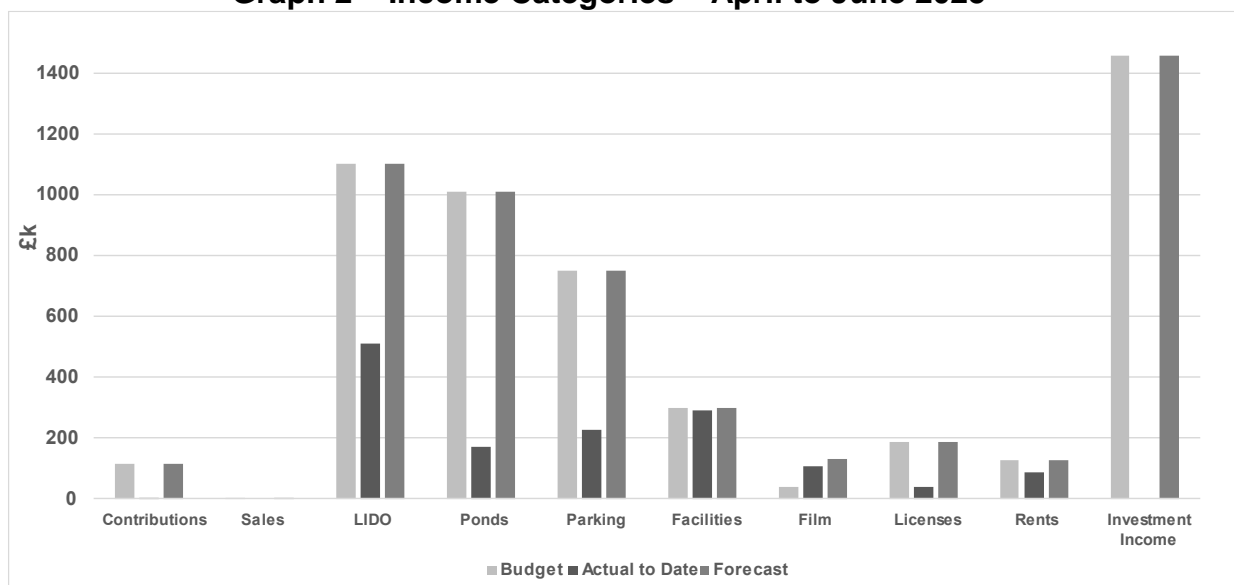
9. A breakdown and analysis of the latest gross income position for 2025/26 is set out in Table 3 below:

Table 3 – Income Summary — June 2025

	Latest Budget	Actual – June 2025	Forecast Outturn	Budget Variance	Variance
	£'000s	£'000s	£'000s	£'000s	%
Direct Operating Budgets	(5,086)	(1,432)	(5,177)	(91)	(1.79%)
Recharges and Support Services	(263)	0	(263)	0	0.00%
Total Gross Income	(5,349)	(1,432)	(5,440)	(91)	(1.70%)

10. As shown in Table 3, total income to the end of June 2025 amounted to (£1,432m), amounting to 28.16% of the total gross income budget to be achieved for 2025/26 of (£5.349m). Graph 2 below also provides a graphical summary of the categories of income generated by the charity for April to June 2025.

Graph 2 – Income Categories – April to June 2025



11. The charity is currently forecasting gross income for 2025/26 of (£5.177m), amounting to (£91k) in increased income (1.79%) compared with a total gross income budget of (£5.086m) for the current financial year. This is largely explained by significant filming activities that took place on site in June.

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, £1,135m has been spent or committed to date, leaving a remaining budget of £169k 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	944,453	(19,506)	72,181	13,526
Parliament Hill Lido Photovoltaic Panels (Climate Action Strategy)	293,530	293,530	136,839	900	0	155,791
TOTAL HAMPSTEAD HEATH	1,304,184	1,304,184	1,081,292	(18,606)	72,181	169,317

Outstanding Invoiced Debts

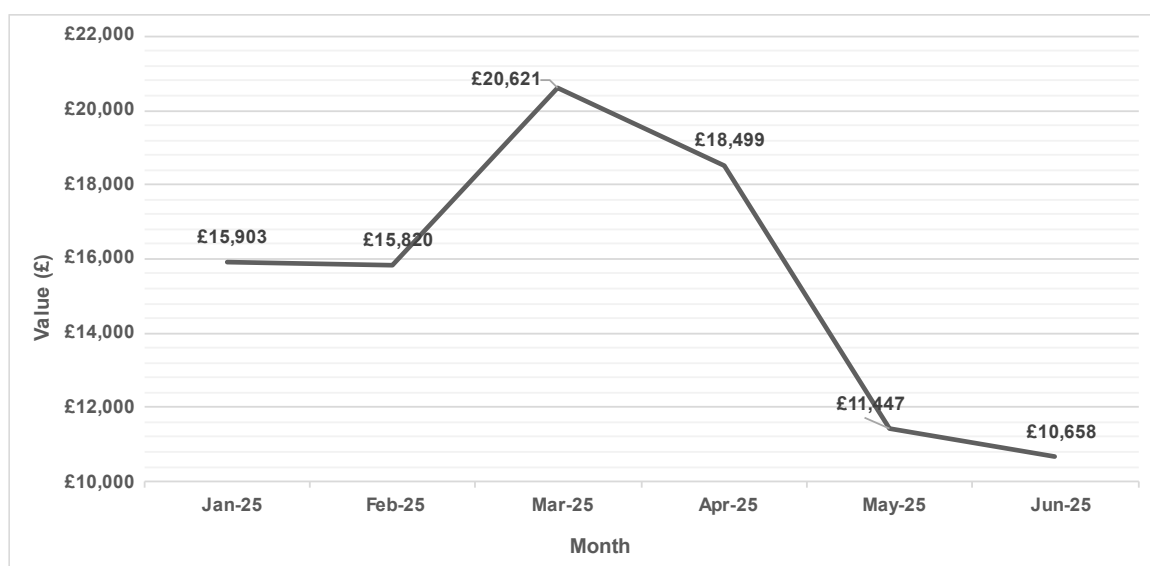
14. At the end of June 2025, total outstanding invoiced debt was £27,714. Table 5 analyses the current level of outstanding debt for the charity according to the age of the debt:

Table 5 – Analysis of Outstanding Invoiced Debts – June 2025

Age of Debt	Outstanding Debts	% of Total Debt Outstanding
0-30 Days	£2,793	10.08%
31-60 Days	£3,934	14.19%
61-90 Days	£9,156	33.04%
91-120 Days	£1,172	4.23%
121-365 Days	£483	1.74%
Over 365 Days	£10,175	36.71%
Total Outstanding Debts	£27,714	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 £10,658 in June 2025, a decrease of £789 compared with May 2025.
16. The debts over 120 days relates mainly due to £9,331 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 – January to June 2025



Charity Reserve Funds

17. Table 6 below provides a summary of the different reserves held by Hampstead Heath charity as at the end of June 2025, including movements in reserve funds since the start of 2025/26:
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 – June 2025

Hampstead Heath	Opening Balance 2025/26	Income	Expenditure	Current Balance
Restricted Funds	£79,633	£630	£0	£80,263
Unrestricted Funds	£11,180	£0	£0	£11,180
Designated Funds	£22,492,553	£0	£0	£22,492,553
Total	£22,583,366	£630	£0	£22,583,996

Hampstead Heath Trust Fund	Opening Balance 2025/26	Income	Expenditure	Current Balance
Permanent Endowment	£38,667,859	£0	£0	£38,667,859
Expendable Endowment	£874,362	£0	£0	£874,362
Unrestricted Funds	£916,451	£0	£0	£916,451
Total	£40,458,672	£0	£0	£40,458,672

19. The funds received during 2025/26 are made up as follows:

- £630 in Restricted Donations received towards the Golders Hill Park Zoo

Contributions from City of London

20. The current funding model is for the charity's total net expenditure to be fully funded from City's Estate. This also includes the cost of any capital expenditure incurred during the year as well as any works managed under the CWP. It should be noted that any change to the amount of expenditure incurred or income generated over the course of the year will have an impact on the overall level of contribution from the City required by the charity at year end. The total contribution is therefore calculated based on the charity's **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.

21. The table below sets out the contribution provided from City's Estate to the charity over a five-year period. This includes a forecast of the contribution currently expected to be required for 2025/26. 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	2021/22	2022/23	2023/24	2024/25	2025/26 (Est.)
	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Expenditure	8,772	8,963	9,459	10,270	9,663
Cyclical Works Expenditure	540	569	565	1,708	1,707
Capital Expenditure	429	62	3,233	385	169
Gross Income	(4,533)	(4,605)	(4,666)	(6,128)	(5,280)
Total Contribution from City of London	5,208	4,989	8,591	6,235	6,259

22. As can be seen from the Table 7, 2024/25 saw a significant decrease 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. Members should note that for 2025/26, both Epping Forest and West Ham Park have moved to a grant funded model with all other Natural Environment charities except for Keats House becoming grant funded from 2026/27. This will mean that each charity will receive a grant for its operational (local risk) activity with other elements of the charity's budgets continuing to be deficit funded for the time being.

Corporate & Strategic Implications

Strategic implications – none.

Financial implications – none.

Resource implications – none.

Legal implications – none.

Risk implications – none.

Equalities implications – none.

Climate implications – none.

Security implications – none.

Appendices

Appendix 1 – Hampstead Heath Charity – Revenue Operating Budget – 2025/26

Appendix 2 – Hampstead Heath Charity - Reserve Funds – June 2025

Contact

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

E: niranjan.shanmuganathan@cityoflondon.gov.uk

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Hampstead Heath - Operating Budget 2025/26

APPENDIX 1

FY 2024/25 Actuals £	Hampstead Heath	Latest Budget 25/26 £	Actual to Date £	Outturn 2025/26 £	Variance from Latest Budget 2025/26	
					£	%
5,287,537	Direct Employees	5,468,000	1,418,418	5,403,000	(65,000)	-1%
32,761	Indirect Employees	25,000	9,117	30,000	5,000	20%
-854	Repairs and Maintenance	75,000	0	75,000	0	0%
266,647	Energy Costs	275,000	18,509	275,000	0	0%
44,049	Rates/Council Tax	46,000	29,304	46,000	0	0%
123,087	Water Services	138,000	33,806	138,000	0	0%
72,832	Cleaning and Domestic Supplies	87,000	19,687	87,000	0	0%
4,108	Grounds Maintenance Costs	65,000	0	65,000	0	0%
509,869	Premises	686,000	101,307	686,000	0	0%
44,665	Direct Transport Costs	56,000	11,958	56,000	0	0%
20,530	Other Transport Costs	11,000	1,200	24,000	13,000	118%
65,195	Transport	67,000	13,158	80,000	13,000	19%
474,578	Equipment, Furniture and Materials	323,000	89,591	323,000	0	0%
223,358	Fees and Services	278,000	30,369	278,000	0	0%
137,042	Other	87,000	29,506	87,000	0	0%
834,977	Supplies and Services	688,000	149,467	688,000	0	0%
67,120	Transfer to Reserve	0	0	0	0	0%
6,797,458	Total Expenditure (Local Risk)	6,934,000	1,691,467	6,887,000	(47,000)	-1%
(74,522)	Grants, Donations and Contributions	(114,000)	(1,824)	(114,000)	0	0%
(38,976)	Sales	(1,000)	0	(1,000)	0	0%
(1,112,744)	LIDO	(1,104,000)	(511,580)	(1,104,000)	0	0%
(214,726)	Ponds	(1,010,000)	(169,706)	(1,010,000)	0	0%
(875,846)	Parking	(750,000)	(227,599)	(750,000)	0	0%
(782,610)	Facilities	(297,000)	(290,200)	(297,000)	0	0%
(128,614)	Film	(39,000)	(107,579)	(130,000)	(91,000)	-233%
(157,554)	Licenses/certificates	(187,000)	(37,351)	(187,000)	0	0%
(257,247)	Rents, Wayleaves and Tolls	(125,000)	(86,344)	(125,000)	0	0%
0	Transfer from Reserves	0	0	0	0	0%
(3,642,840)	Total Income (Local Risk)	(3,627,000)	(1,432,184)	(3,718,000)	(91,000)	-3%
3,154,618	Total Net Expenditure - Local Risk	3,307,000	259,283	3,169,000	(138,000)	-4.17%
	Central Risk					
0	Employee Expenses	0	0	0	0	0%
0	Premises	0	0	0	0	0%
24,800	Supplies and Services	0	27	0	0	0%
377,979	Capital Charges	408,000	0	408,000	0	0%
385,397	Transfer to Reserves	0	0	0	0	0%
788,175	Total Expenditure (Central Risk)	408,000	27	408,000	0	0%
(385,397)	Contributions	0	0	0	0	0%
(1,394,791)	Investment Income	(1,459,000)	0	(1,459,000)	0	0%
(1,780,188)	Total Income (Central Risk)	(1,459,000)	0	(1,459,000)	0	0%
(992,012)	Total Net Expenditure - Central Risk	(1,051,000)	27	(1,051,000)	0	0%

	Recharges					
	Support Services					
405,000	Support Services	468,000	117,000	468,000	0	0%
352,000	Surveyors' Employee Recharge	273,000	69,000	273,000	0	0%
258,000	IT Recharge	287,000	72,000	287,000	0	0%
51,117	Premises Insurance	53,000	39,378	53,000	0	0%
2,243	Engineering Insurance	2,000	494	2,000	0	0%
13,627	Transport Insurance	10,000	3,437	10,000	0	0%
42,303	Liability Insurance	32,000	10,537	32,000	0	0%
1,124,289	Total Support Services	1,125,000	311,846	1,125,000	0	0%
801,325	Recharges Within Fund (Nat Env Directorate)	1,194,000	0	1,194,000	0	0%
16,912	Recharges Across Fund (Structural Maintenance Open Spaces)	30,000	0	30,000	0	0%
1,942,526	Total Expenditure (Recharges)	2,349,000	311,846	2,349,000	0	0%
(160,000)	Recharges Within Fund (Corporate and Democratic Core)	(263,000)	0	(263,000)	0	0%
(160,000)	Total Income (Recharges)	(263,000)	0	(263,000)	0	0%
1,782,526	Total Net Expenditure - Recharges	2,086,000	311,846	2,086,000	0	0%
1,707,684	City Surveyor's - Cyclical Works Programme	1,707,000	371,631	1,707,000	0	0%
384,150	City Surveyor's Repairs and Maintenance	412,000	35,682	412,000	0	0%
29,542	City Surveyor's Cleaning and Pest Control	15,000	3,917	15,000	0	0%
413,693	City Surveyor's - Facilities Management	427,000	39,599	427,000	0	0%
6,066,509	Total Net Expenditure	6,476,000	982,386	6,338,000	(138,000)	-2.13%

Charity Funds - June 2025

	Opening Balance 2025/26 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Closing Balance 2025/26 £'s
<u>Hampstead Heath</u>					
Restricted Funds:					
Campaign Donations	41,431	630			42,061
Parliament Hill Outdoor Gym	2,233				2,233
Installation of Non-Turf Pitches	35,969				35,969
Unrestricted Funds:					
General funds	11,180				11,180
Designated (Unrestricted Fund):					
Tangible Fixed Assets (Equipment)	22,489,222				22,489,222
Capital Fund	3,331				3,331
Total Hampstead Heath	22,583,366	630	0	0	22,583,996
<u>Hampstead Heath Trust Fund</u>					
Permanent Endowment	38,667,859				38,667,859
Expendable Endowment	874,362				874,362
Unrestricted Funds:					0
General Funds	916,451				916,451
Total Hampstead Heath Trust Fund	40,458,672	0	0	0	40,458,672

Notes:

Please note that the external audit of the 2024/25 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 & Queen's Park Committee	Dated: 21/10/2025
Subject: Draft Hampstead Heath Annual Report and Financial Statements for the year ended 31 March 2025	Public report: For Information
This proposal: delivers Corporate Plan 2024-29 outcomes provides statutory duties	Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Executive Director Environment Chamberlain
Report author:	Niranjan Shanmuganathan, Chamberlain's Department

Summary

A draft version of the Trustee's Annual Report and Financial Statements for the year ended 31 March 2025 for Hampstead Heath (charity registration number 803392 and 803392-1) are presented for information in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the draft version of the Trustee's Annual Report and Financial Statements for the 2024/25 Financial Year be noted.

Main Report

1. A draft copy of the Trustee's Annual Report and Financial Statements for the Hampstead Heath charity are presented for information to your Committee. This provides an opportunity for Members to review and comment on the latest draft of the Annual Report and Financial Statements before the document is filed with the Charity Commission ahead of the regulatory deadline of 31 January 2026.
2. Members should note that the Annual Report and Financial Statements is currently in draft format and has not yet been signed by either the Trustee or the charity's external auditors, Crowe U.K. LLP and is therefore subject to change. It should also be noted that the draft Annual Report and Financial Statements is also being reviewed by the Comptroller and City Solicitor and other stakeholders and so further changes may be required to the document. A final version of the

Annual Report and Financial Statements will be made available to Members once this has been filed with the Charity Commission.

3. Members may also wish to note that the Trustee's Annual Report and Financial Statements for 2024/25 is subject to approval by Finance Committee on behalf of the Trustee in line with the arrangements in place for other charities in which the City is trustee.
4. The information contained within the draft Annual Report and Financial Statements has already been presented to your Committee via the outturn report on 16 July 2025.

Corporate & Strategic Implications

Strategic implications – none.

Financial implications – none.

Resource implications – none.

Legal implications – none.

Risk implications – none.

Equalities implications – none.

Climate implications – none.

Security implications – none.

Appendices

- Appendix 1 – Draft Hampstead Heath Annual Report and Financial Statements for the year ended 31 March 2025

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 2025

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ORIGINS OF THE CHARITIES

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

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

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

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

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

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

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

GOVERNANCE ARRANGEMENTS

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

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

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

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

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

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

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

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

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

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

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

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

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

Scheme of Delegations. These governance documents can be obtained via a request to the email address stated on page 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 2024/25 aims together with their outcomes were:

Maintain Green Flag Award and Green Heritage Accreditation for 2024/25

Hampstead Heath has retained both the Green Flag Award and Green Heritage Site Accreditation in 2024/25.

Work to Golders Hill Park Pergola – work with City Surveyors to identify restoration needs to retain public access.

This is ongoing and will continue into next fiscal year. CSD appointed Andrew Coles architect who completed full review and survey of the Pergola; there were 11 urgent issues. Structural repair and timber strengthening works began in December 2024 funded through CWP, and will continue into 2025 and further funding is being sourced.

Cafe retendering – complete during 2024/25.

This has been delayed and will be progressed during 2025/26.

Management plan – perform mid-term review of Hampstead Heath management strategy.

Officers worked with external consultants for the half-way review of the Heath's 10-year management strategy, consulting with local groups and stakeholders. This was accepted by committee in early 2025.

Ponds access to be completed - snagging list completed and signed off.

The Ponds project has been completed, but there are still some items on the snagging list which are being followed up by CSD and appointed contractor in FY'2025/26.

Budgets - perform as per stated budget and continue to maximise income where possible and appropriate.

This target was achieved in 2024/25. We are looking to carry forward around £50k into the next FY subject to approval by committees (Finance and P&R) for the Pond aerators project.

Introduction of ANPR across car parks including implementation.

ANPR was implemented during this fiscal year resulting in increased revenue for the charity to fund operations.

Complete recruitment of staff following implementation of staffing restructure.

Recruitment complete and operations teams fully staffed.

PLANS FOR FUTURE PERIODS

Hampstead Heath

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

- Apply and be successful in Green Flag, London in Bloom and Green Heritage Award
- Cafe retendering – complete during 2025/26.

- Work to Golders Hill Park Pergola – work with City Surveyors to identify restoration needs to retain public access.
- Budgets - perform as per stated budget and continue to maximise income where possible and appropriate.
- Contribute towards the City Corporation Climate Action Strategy by working towards achieving net zero by 2027
- Progress work on flood mitigation measures, with the creation of leaky dams, new ponds and Natural Flood Management (NFM) from Business Plan. Continue working with Barnet and Camden's Resilience Teams on NFM.
- Continue work with Nature Recovery operations & explore feasibility of Biodiversity Net Gain (BNG) opportunities.
- Refurbishment of the playgrounds and trim trail at Parliament Hill, and major refurbishment of the playground and sandpit at Golders Hill Park funded by NCIL (Barnet Council).
- Continue to manage Health and Safety issues relating to West Heath.
- Recruit to the Constabulary team to fill vacant positions, complete full induction and training for all Constables.
- Implement new Leisure Management System for swimming bookings to streamline booking process for swimming facilities.
- Renovation of shotput area within the Athletics Track
- Installation of PV panels at the Lido building which will help reduce energy consumption in line with Carbon Net Zero targets.
- Review and redesign of GHP Zoo enclosures
- Gain BIAZA Accreditation for the Zoo

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 2024/25, the charities total income for the year was £11,475,212 an overall increase of £1,773,225 against the previous year (£13,248,437). The principal source of income was from City of London Corporation's City's Estate fund (see below).

Income from Charitable Activities comprised £3,272,094 from fees charged (2023/24: £3,039,529), £257,247 from rents (2023/24: £232,553) and £38,976 from sales of goods, products and materials (2023/24: £688). Grant Income of £23,000 from the EW Cricket Trust was received in 2024/25 (2023/24: £nil). A busy 2024 summer, in part due to good weather, caused a general increase in the use of facilities. The increase in income from sales compared with the previous year can be explained by a one-off sale taking place during 2024/25.

£3,000 in donations were received to support improvements to the playground (2023/24: £9,956). 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, £44,000 was received during the year (2023/24: £4,337). An amount was held of £44,000 (2023/24: £18,617) as at 31 March 2025 in a restricted fund for 'Campaign Donations'.

Investment income of £1,598,575 (2023/24: £1,360,948) was received during the year from the Hampstead Heath Trust Fund.

An amount of £6,233,927 (2023/24: £8,591,335) was received from the City of London Corporation's City's Estate as a contribution towards the running costs of the charity. The decrease compared with 2023/24 is explained by additional funding received from the City to meet the cost of capital expenditure incurred during the previous year.

Expenditure

Total expenditure for the year was £11,418,244 (2023/24: £10,259,935) with charitable activities expenditure in the year totalling £9,819,668 (2022/23: £10,074,296). The decrease in expenditure can be explained by a combination of lower costs related to staffing and greater than expected parking income. Expenditure on raising funds for the year was £203,267 (2023/24: £185,640).

Funds held

The combined charities total funds held increased by £2,760,615 to £63,042,036 as at 31 March 2025 (2023/24: £60,281,421). The net gain on investments represents the difference in the market value of investments between 1 April 2024 and 31 March 2025 after taking account of any purchases and sales which were made during 2024/25.

Within the total funds held, £39,353,272 (2023/24: £36,852,893) 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 £203,267 was generated in the year (2023/24: £185,640).

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 £11,180 (2023/24: £7,313). For the Hampstead Heath Trust this represents surplus of income of £1,105,399 (2023/24: £902,261) 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 2025 totalled £22,492,553 (2023/24: £22,485,136). 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 £79,633 (2023/24: £33,819) 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	
	2024/25	2023/24	2024/25	2023/24	2024/25	2023/24
	£	£	%	%	%	%
Hampstead Heath Trust	39,351,070	36,694,482	+11.47%	+14.10%	+10.46%	+8.43%
City of London Charities Pool (part of)	697,054	827,434	+11.44%	+14.18%	+10.46%	+8.43%
	<u>40,048,124</u>	<u>37,521,916</u>				

2) Hampstead Heath Trust Fund

As at 31 March 2025, the investments held in the Hampstead Heath Trust Fund achieved a return of +11.47% (2023/24: +14.10%) compared to the FTSE All Share Index return of +10.46% (2023/24: +8.43%). Over three years this fund achieved a return of +9.13% (2023/24: +9.01%) compared to the FTSE All Share Index return of +7.22% (2023/24: +8.05%). Over five years, the fund achieved a return of +13.53% (2023/24: +7.64%) compared to the FTSE All Share Index return of +12.04% (2023/24: +5.44%).

Fund	2024/25		2023/24	
	3 years	5 years	3 years	5 years
Fund	+9.13%	+13.53%	+9.01%	+7.64%
FTSE All Share	+7.22%	+12.04%	+8.05%	+5.44%
Fund outperformance	+1.91%	+1.49%	+0.96%	+2.20%

3) City of London Corporation Charities Pool

As at 31 March 2025, the investments held in the Charities Pool achieved a return of +11.44% (2023/24: +14.18%) compared to the FTSE All Share Index return of +10.46% (2023/24: +8.43%). Over three years this fund achieved a return of +9.16% (2023/24: +9.03%) compared to the FTSE All Share Index return of +7.22% (2023/24: +8.05%). Over five years, the fund achieved a return of +13.56% (2023/24: +7.62%) compared to the FTSE All Share Index of +12.04% (2023/24: +5.44%).

Fund	2024/25		2023/24	
	3 years	5 years	3 years	5 years
Fund	+9.16%	+13.56%	+9.03%	+7.62%
FTSE All Share	+7.22%	+12.04%	+8.05%	+5.44%
Fund outperformance	+1.94%	+1.52%	+0.98%	+2.18%

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 £39.4 million) should produce income to cover a proportion of the running costs of Hampstead Heath. The contribution for 2024/25 of £1,395,308 (2023/24: £1,175,309) consists of £1,363,658 from the permanent endowment (2023/24: £1,148,059), and

income arising from the former T.J. Barratt Trust, which was transferred to the Hampstead Heath Trust Fund in November 2011, of £31,651 (2023/24: £27,250).

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 £1,395,308 for 2024/25 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
Decline in condition of assets	Structures are kept under regular review to ensure they remain safe and in usable condition. Officers work closely with colleagues in the City of London's City Surveyor's Department to identify repair and maintenance needs and arrange for works to be undertaken. A full review of built assets has been undertaken.
Impacts of anti-social behaviour on staff and site	Enforcement partnerships with relevant local agencies and partners are ongoing, with supplemental security resource provided where necessary. Social media messaging, press releases, signage, and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate. Processes are in place to tackle abuse of staff as well as conflict management training for front-line employees.
Work related stress	Work is underway to identify additional funding to increase staff resource. Staff rotas are being reviewed to update schedules and identify staffing gaps. Ongoing liaison with HR and the Occupational Health service enables the provision of appropriate support to staff.
Budget pressures	The budget position is kept under regular review. Income generation opportunities are sought and developed.
Adverse impacts of extreme weather and climate change	Extreme weather event warnings are monitored and managed. This includes MET Office Storm and Flood Alerts and the Fire Severity Index. An Emergency Action Plan is in place and kept under regular review. Sites are closed during extreme weather events such as high winds, lightning/storms or flooding.
Negative impacts of visitor pressure	A range of ongoing actions are undertaken to mitigate the impacts of visitor pressure including:

	<p>Surveys to monitor visitor numbers and evaluate environmental impacts; educational and messaging campaigns encouraging responsible use of the site; programmed restoration work; regular Ranger and Constable activity; temporary closure of severely affected areas to enable recovery.</p>
Outbreak of fire in woodland/heathland	<p>Fire Safety Plans are in place and are reviewed annually. An Emergency Action Plan is reviewed and updated annually and/or after an emergency event. Signage and social media messaging reminds visitors not to light fires or barbecues. Staff receive appropriate training on fire prevention and response.</p>
Risk to health and safety	<p>Proactive Health and Safety management is in place, including appropriate procedures, audits, inspections, communications and staffing. Staff receive training in H&S awareness, compliance and to ensure they are fully aware of their responsibilities.</p>
Water facilities - safety	<p>Supervised water facilities are fully staffed during opening hours with trained lifeguards and swimming stewards. The facilities are subject to an annual assessment of health and safety compliance, undertaken by an independent auditor. Unsupervised water facilities are not designated swimming facilities and suitable signage is erected and maintained. Front-line staff continue to patrol non-lifeguarded ponds, particularly during extreme weather conditions.</p>
Deterioration of water bodies	<p>Recommendations within the Ponds and Wetlands Plan is being implemented to conserve the water bodies. New aeration equipment has been installed in one pond and options for installing this at other ponds are being investigated.</p>
Recruitment of suitable staff	<p>Recruitment to vacant posts is progressing. Support and training are provided to existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.</p>
Tree event or failure	<p>Robust tree management systems are in place, including regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly. An Extreme Weather Protocol includes criteria for closing relevant parts of the Heath or Golders Hill in extreme weather conditions.</p>
Negative impacts of pests and diseases	<p>Staff continue to be vigilant and inspect for all tree pest and diseases. Tree provenance is considered with planting stock sourced and used in accordance with best practice.</p>

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 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

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

Responsibilities of Trustee

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

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

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

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

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

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

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

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

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

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

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

Use of our report

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

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

Crowe U.K. LLP

Statutory Auditor

55 Ludgate Hill, London, EC4M 7JW

31 January 2025

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

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2024

Statement of Financial Activities for the year ended 31 March 2025						
	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	2024/25 Total Funds £	2023/24 Total Funds £
Income and endowments from:						
Voluntary activities	2	1,842	49,680		51,522	23,384
Charitable activities	3	3,568,317	23,000		3,591,317	3,272,770
Grant from City of London Corporation	4	6,233,927	-		6,233,927	8,591,335
Investments	5	1,598,446	-	-	1,598,446	1,360,948
Total income and endowments		11,402,532	72,680	-	11,475,212	13,248,437
Expenditure on:						
Raising funds	6	-	-	203,267	203,267	185,640
Charitable activities:		1,395,308	-		1,395,308	
Preservation of Hampstead Heath	6	9,792,800	26,868		9,819,668	10,074,295
Total expenditure		11,188,108	26,868	203,267	11,418,242	10,259,935
Net gains on investments	11			2,703,646	2,703,646	2,051,032
Net income		214,424	45,812	2,500,380	2,760,616	5,039,534
Net movement in funds		214,424	45,812	2,500,380	2,760,616	5,039,534
Reconciliation of funds:						
Total funds brought forward	15	23,394,709	33,819	36,852,893	60,281,421	55,241,887
Total funds carried forward	15	23,609,133	79,631	39,353,272	63,042,036	60,281,421

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

Balance Sheet as at 31 March 2025			
	Notes	2025 Total £	2024 Total £
Fixed assets:			
Tangible assets	10	22,489,223	22,481,805
Fixed asset investments	11	39,696,493	36,873,090
Total fixed assets		62,185,716	59,354,895
Current assets			
Debtors	12	695,394	461,997
Investments	11	351,632	471,518
Cash at bank and in hand		986,371	1,211,992
Total current assets		2,033,397	2,145,507
Creditors: Amounts falling due within one year	13	(1,177,077)	(1,218,981)
Net current assets		856,320	926,526
Total assets less current liabilities		63,042,036	60,281,421
The funds of the charity:			
Endowment funds	15	39,353,272	36,852,893
Restricted income funds	15	79,633	33,819
Unrestricted income funds	15	23,609,132	23,394,709
Total funds		63,042,036	60,281,421

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 £2.7m as at 31 March 2025 (£49.9m as at 31 March 2024). Since any net deficit is apportioned between the financial statements of the City of London's three main funds, the charity's Trustee does not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in these financial statements.

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

(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 2024/25 £	Total funds 2023/24 £
Donations and legacies	1,842	49,680	51,522	23,384

3. INCOME FROM CHARITABLE ACTIVITIES

Charity 1 - Hampstead Heath	Unrestricted funds 2024/25 £	Restricted funds 2024/25 £	Total 2024/25 £	Total funds 2023/24 £
Charges for use of facilities	3,272,094	-	3,272,094	3,039,529
Sales	38,976	-	38,976	688
Rental income	257,247	-	257,247	232,553
Grant income	-	23,000	23,000	-
Total	3,568,317	23,000	3,591,317	3,272,770

4. INCOME FROM THE CITY OF LONDON CORPORATION

Charity 1 - Hampstead Heath	Unrestricted funds 2024/25 £	Unrestricted funds 2023/24 £
Revenue and capital grants from City of London Corporation	6,233,927	8,591,335

5. INCOME FROM INVESTMENTS

Charity 2 - Hampstead Heath Trust Fund	Unrestricted funds 2024/25 £	Unrestricted funds 2023/24 £
Investment income	1,595,609	1,360,911
Interest	2,965	37
Total	1,598,575	1,360,948

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 2024/25	Direct costs	Support costs	Total 2023/24
	£	£	£	£	£	£
Investment management fees	187,826	6,326	194,152	171,451	6,554	169,925
Interest payable	-	9,114	9,114	-	7,635	(1,566)
Total	187,826	15,440	203,266	171,451	14,189	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 2024/25	Direct costs	Support costs	Total 2023/24
	£	£	£	£	£	£	£
Preservation of Hampstead Heath	7,825,475	26,868	1,967,326	9,819,669	7,304,461	1,594,526	8,898,987
Total	7,825,475	26,868	1,967,326	9,819,669	7,304,461	1,594,526	8,898,987

Charity 2 – Hampstead Heath Trust Fund

	Unrestricted funds Direct costs	Restricted funds	Unrestricted funds Support costs	Total 2024/25	Direct costs	Support costs	Total 2023/24
	£	£	£	£	£	£	£
Preservation of Hampstead Heath	1,395,308	-	-	1,395,308	1,175,309	-	1,175,309
Total	1,395,308	-	-	1,395,308	1,175,309	-	1,175,309

Charities 1 & 2 – total

	Unrestricted funds Direct costs	Restricted funds	Unrestricted funds Support costs	Total 2024/25	Direct costs	Support costs	Total 2023/24
	£	£	£	£	£	£	£
Preservation of Hampstead Heath	9,220,783	26,868	1,967,326	11,214,977	8,479,770	1,594,526	10,074,296
Total	9,220,783	26,868	1,967,326	11,214,977	8,479,770	1,594,526	10,074,296

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 2024/25 an audit fee of £24,800 was recharged (2023/24: £6,930). No other services were provided to the charity by its auditors during the year (2023/24: £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 £	2024/25 £	2023/24 £
Department:				
Chamberlain	134,738	-	134,738	144,096
Comptroller & City Solicitor	-	-	-	-
Town Clerk	-	216,055	216,055	146,683
City Surveyor	406,207	-	406,207	329,564
Natural Environment directorate	801,325	-	801,325	582,626
Other governance & support costs	109,289	24,800	134,089	98,892
Digital Services	258,000	-	258,000	292,665
Sub-total	1,709,559	240,855	1,950,414	1,594,526
Reallocation of governance costs	240,855	(240,855)	-	-
Total	1,950,414	-	1,950,414	1,594,526

Charity 2 – Hampstead Heath Trust Fund

	Raising funds £	Governance £	2024/25 £	2023/24 £
Chamberlain	15,440	-	15,440	14,189
Total	15,440	-	15,440	14,189

Charities 1 & 2 – total

	Raising funds £	Charitable activities £	Governance £	2024/25 £	2023/24 £
Department:					
Chamberlain	15,440	134,738	-	150,178	158,285
Comptroller & City Solicitor	-	-	-	-	-
Town Clerk	-	-	216,055	216,055	146,683
City Surveyor	-	406,207	-	406,207	329,564
Natural Environment directorate	-	801,325	-	801,325	582,626
Other governance & support costs	-	109,289	24,800	134,089	98,892
Digital Services	-	258,000	-	258,000	292,665
Sub-total	15,440	1,709,559	240,855	1,965,854	1,608,715
Reallocation of governance costs	-	240,855	(240,855)	-	-
Total	15,440	1,950,414	-	1,965,854	1,608,715

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 78 (2023/24: 88).

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

	2024/25 £	2023/24 £
Salaries and wages	4,213,641	4,285,788
National Insurance costs	409,251	415,087
Employer's pension contributions	690,183	703,165
Total emoluments of employees	5,313,075	5,404,040

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 (2023/24: 0.0).

	2024/25	2023/24
£60,000 - £69,999	-	-
Total	-	-

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 £50,058 (2023/24: £44,025). No Members received any remuneration for acting on behalf of the Trustee, with directly incurred expenses reimbursed, if claimed. No expenses were claimed in 2024/25 (2023/24: 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	Infrastructure (WIP)	Equipment	Total
	£	£	£	£	£	£
Cost						
At 1 April 2024	1,257,724	23,253,684	94,197	-	272,479	24,878,084
Additions		248,558			136,839	385,397
At 31 March 2025	1,257,724	23,502,242	94,197	-	409,318	25,263,481
Depreciation						
At 1 April 2024	275,229	1,899,806	-	-	221,244	2,396,279
Charge for the year	31,641	332,557	9,420		4,361	377,979
At 31 March 2025	306,870	2,232,363	9,420	-	225,605	2,774,258
Net book value						
At 31 March 2025	950,854	21,269,879	84,777	-	183,713	22,489,223
At 31 March 2024	982,495	21,353,878	94,197	-	51,235	22,481,805

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 2025	Total 2024
	£	£
Long Term Fixed Investments		
Market value 1 April	36,873,091	34,188,534
Additions	7,295,803	7,797,461
Disposals	(7,176,048)	(7,163,937)
(Loss)/gain for the year	2,703,646	2,051,032
Market value 31 March	39,696,493	36,873,090
Short Term Investments		
Cash held by fund managers	351,632	471,518
Other Cash Balances	177,308	177,308
Short Term Investments	528,940	648,826
Total investments 31 March	40,225,433	37,521,916
Cost 31 March	34,697,611	32,144,545

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

	2025	2024
	£	£
Long term	39,696,493	36,873,090
Short term	528,940	648,826
Total	40,225,433	37,521,916

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 2025	Held in the UK	Held outside the UK	Total at 31 March 2024
	£	£	£	£	£	£
Unit trusts	1,232,381	-	1,232,381	1,389,982	-	1,389,982
Equities	35,976,922	2,487,189	38,464,111	31,836,971	3,646,137	35,483,108
Cash	528,940	-	528,940	648,826	-	648,826
Total	37,738,243	2,487,189	40,225,432	33,875,779	3,646,137	37,521,916

12. DEBTORS – AMOUNTS DUE WITHIN ONE YEAR

Charity 1 - Hampstead Heath

	2025	2024
	£	£
Rental debtors	51,736	26,326
Prepayments and accrued income	57,966	46,577
Recoverable VAT	25,014	26,920
Other debtors	227,476	42,008
Total	362,192	141,831
	(0)	

Charity 2 - Hampstead Heath Trust Fund

	2025	2024
	£	£
Sundry debtors	8,982	-
Other debtors	324,221	320,167
Total	333,203	320,167

Charities 1 & 2 – total

	2025	2024
	£	£
Rental debtors	51,736	26,326
Prepayments and accrued income	57,966	46,577
Recoverable VAT	25,014	26,920
Sundry debtors	8,982	-
Other debtors	551,697	362,175
Total	695,394	461,997

Other debtors consist of non-property related debtors of £227,476 (2023/24: £42,008) and dividends of £324,221 receivable from the fund manager (2023/24: £320,167).

13. CREDITORS – AMOUNTS DUE WITHIN ONE YEAR

Charity 1 - Hampstead Heath

	2025	2024
	£	£
Trade creditors	369,439	81,878
Accruals	206,502	218,368
Deferred income	253,853	231,655
Rent deposits	15,425	15,425
VAT liability	12,935	41,277
Other creditors	218,958	543,450
Total	1,077,112	1,132,053

Charity 2 - Hampstead Heath Trust Fund

	2025	2024
	£	£
Bank overdraft	51,084	41,433
Other creditors	48,880	45,495
Total	99,964	86,928

Charities 1 & 2 – total

	2025	2024
	£	£
Bank overdraft	51,084	41,433
Trade creditors	369,439	81,878
Accruals	206,502	218,368
Deferred income	253,853	231,655
Rent deposits	15,425	15,425
VAT liability	12,935	41,277
Other creditors	267,838	588,945
Total	1,177,077	1,218,981

	2025	2024
	£	£
Deferred income analysis within creditors:		
Balance at 1 April	231,655	235,157
Amounts released to income	(231,655)	(235,157)
Amounts deferred in the year	253,853	231,655
Balance at 31 March	253,853	231,655

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 2025	Unrestricted Funds		Restricted Funds	Total at 31 March 2025	Total at 31 March 2024
	General Funds	Designated Funds			
	£	£	£	£	£
Tangible Assets	-	22,489,223	-	22,489,223	22,481,805
Current Assets	1,088,291	3,331	79,633	1,171,255	1,176,515
Current Liabilities	(1,077,112)	-	-	(1,077,112)	(1,132,053)
Total	11,179	22,492,554	79,633	22,583,366	22,526,268
				0	

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

Charity 2 – Hampstead Heath Trust Fund

At 31 March 2025	Unrestricted General Funds	Endowment funds	Total at 31 March 2025	Total at 31 March 2024
	£	£	£	£
Fixed assets - investments	243,256	39,453,237	39,696,493	36,873,090
Current assets	862,143	0	862,143	968,993
Current liabilities	-	(99,964)	(99,964)	(86,928)
Total	1,105,399	39,353,272	40,458,671	37,755,155

At 31 March 2024	Unrestricted General Funds	Endowment funds	Total at 31 March 2024	Total at 31 March 2023
	£	£	£	£
Fixed assets - investments		36,873,090	36,873,090	34,188,404
Current assets	968,993	-	968,993	3,100,871
Current liabilities	-	(86,928)	(86,928)	(1,585,283)
Total	968,993	36,786,162	37,755,155	35,703,992

Charities 1 & 2 – total

At 31 March 2025	Unrestricted Funds		Restricted Funds	Endowment Funds	Total at 31 March 2025	Total at 31 March 2024
	General Funds	Designated Funds				
	£	£	£	£	£	£
Tangible Assets	-	22,489,223	-	-	22,489,223	22,481,805
Fixed Asset Investments	243,256	-	-	39,453,237	39,696,492	36,873,090
Current Assets	1,950,434	3,331	79,633	0	2,033,398	2,145,507
Current Liabilities	(1,077,112)	-	-	(99,964)	(1,177,077)	(1,218,981)
Total	1,116,577	22,492,554	79,633	39,353,272	63,042,036	60,281,421

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	-	-	-	36,873,090	36,873,090	34,188,404
Current Assets	2,108,358	3,331	33,819	-	2,145,507	3,915,252
Current Liabilities	(1,132,053)	-	-	(86,928)	(1,218,981)	(2,325,341)
Total	976,305	22,485,136	33,819	36,786,162	60,281,421	55,241,757

Expendable endowment movements 2011-2025

Expendable endowment movements 2011-2025

	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
2024-2025	650,126	46,928	697,054	177,308	874,362

15. MOVEMENT IN FUNDS

Charity 1 – Hampstead Heath

At 31 March 2025	Total as at 1 April 2024 £	Income £	Expenditure £	Transfers £	Total as at 31 March 2025 £
Restricted funds:					
Campaign Donations	18,617	47,000	(24,186)	-	41,431
Parliament Hill Outdoor Gym	2,233	-	-	-	2,233
Installation of Non-Turf Pitches	12,969	23,000	-	-	35,969
Total restricted funds	33,819	70,000	(24,186)	-	79,633
					-
Unrestricted funds:					
General funds	7,313	9,418,689	(9,414,822)	-	11,180
Designated funds:					
Tangible fixed assets	22,481,805	385,397	(377,980)	-	22,489,222
Capital fund	3,331	-	-	-	3,331
Total unrestricted funds	22,492,449	9,804,086	(9,792,802)	-	22,503,733
Total funds	22,526,268	9,874,086	(9,816,988)	-	22,583,366

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	24,816	(3,567,268)	-	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

Charity 2 – Hampstead Heath Trust Fund

At 31 March 2025	Total as at 1 April 2024 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2025 £
Endowment funds:						
Expendable endowment	827,434	-	-	46,928	-	874,362
Permanent endowment	36,025,459	-	(203,267)	2,656,718	-	38,478,910
Total endowment funds	36,852,893	-	(203,267)	2,703,646	-	39,353,272
Unrestricted funds:						
General funds	902,261	1,598,446	(1,395,308)	-	-	1,105,399
Total funds	37,755,154	1,598,446	(1,598,575)	2,703,646	-	40,458,671

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

Charities 1 & 2 – total

At 31 March 2025	Total as at 1 April 2024 £	Income £	Expenditure £	Gains & (losses) £	Transfers £	Total as at 31 March 2025 £
Endowment funds:						
Expendable endowment	827,434	-	-	46,928	-	874,362
Permanent endowment	36,025,459	-	(203,267)	2,656,718	-	38,478,910
Total endowment funds	36,852,893	-	(203,267)	2,703,646	-	39,353,272
Restricted funds:						
Campaign Donations	18,617	47,000	(24,186)	-	-	41,431
Parliament Hill Outdoor Gym	2,233	-	-	-	-	2,233
Installation of Non-Turf Pitches	12,969	23,000	-	-	-	35,969
Total restricted funds	33,819	70,000	(24,186)	-	-	79,633
Unrestricted funds:						
General funds	909,574	11,017,135	(10,810,130)	-	-	1,116,578
Designated funds:						
Tangible fixed assets	22,481,805	385,397	(377,980)	-	-	22,489,222
Capital fund	3,331	-	-	-	-	3,331
Total unrestricted funds	23,394,710	11,402,532	(11,188,110)	-	-	23,609,132
Total funds	60,281,422	11,472,532	(11,415,563)	2,703,646	-	63,042,036

At 31 March 2023	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	203,267	(203,267)	2,656,718	-	36,025,459
Expendable endowment funds	769,264	-	-	46,928	-	827,434
Total endowment funds	34,973,312	203,267	(203,267)	2,703,646	-	36,852,893
Restricted funds:						
Campaign Donations	18,096	1,816	(3,567,267)	-	-	18,617
Parliament Hill Outdoor Gym	2,233	-	-	-	-	2,233
Installation of Non-Turf Pitches	46,845	23,000	(1)	-	-	12,969
Total restricted funds	67,174	24,816	(3,567,268)	-	-	33,819
Unrestricted funds:						
General funds	734,628	11,199,467	(10,960,722)	-	-	909,573
Designated funds:						
Tangible fixed assets	19,463,442	(73)	(9,419)	-	-	22,481,805
Capital fund	3,331	-	-	-	-	3,331
Total unrestricted funds	20,201,401	11,199,394	(10,970,141)	-	-	23,394,709
Total funds	55,241,887	11,427,477	(14,740,676)	2,703,646	-	60,281,421

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 2024/25 the surplus was £203,267 (2023/24: £185,640). 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 2025 the net book value of fixed assets relating to direct charitable purposes amounted to £22,489,222 (2023/24:

£22,481,805). There were additions of £385,397 during the year relating to the Swimming Facilities and Lido Photovoltaic Panels.

- 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	2024/25 £	2023/24 £	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
		6,233,927 (nil)	8,591,335 (nil)	
		1,950,414 (nil)	1,594,526 (nil)	Administrative services provided for the charity
		23,885 (nil)	19,650 (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.	1,395,308 (nil)	1,175,309 (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

Katie Stewart – Executive Director of Environment

Emily Brennan – Director of Natural Environment

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

City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 21 October 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 16 July 2025.

Recommendation(s)

Members are asked to:

- Note the report.

Main report

Report format

1. This report is formatted in alignment with the five strategic themes of the Highgate Wood Management Plan. Additional relevant items, if any, are included in an “Additional Relevant Items” section.

Sustainable woodland management

2. Highgate Wood has experienced three heatwaves during the summer, as well as a sustained drought which continued into the beginning of August. These conditions have led to further decline in a number of trees already vulnerable to drought stress, including several veteran beech trees.
3. Highgate Wood has a number of monolith or habitat trees, which are managed dead trees retained for their high biodiversity value, providing a home for specialist dead wood invertebrates, various fungal species and also birds and bats. These trees require careful cyclical management and, following a survey in August, we have reduced a number across the Wood for safety reasons.
4. With the end of the summer and the associated drop in visitor numbers, the Highgate Wood Team and Heath Hands volunteers have started preparing areas for cyclical tree inspections which will be supported by the North London Open Spaces Tree Team. These inspections will generate a list of tree works which will then be carried out over the winter months.

Culture & heritage and the Roman kiln project.

5. During the Highgate Wood Community Heritage Day on 7 September, the Friends of the Highgate Roman Kiln (FoHRK) led scheduled walks up to the site of the 2nd Century AD Roman kiln, where there were a number of associated activities for all ages making pots.
6. Officers from the Natural Environment Heritage Team continue to work with FoHRK to deliver the outcomes of the ‘Firing London’s Imagination’ project. This

National Lottery-funded project aims to conserve, re-display and interpret the second century Roman kiln, which was discovered in Highgate Wood in 1968.

7. The now-restored kiln remains on display in the Information Hut, along with an interim display interpreting the kiln, its natural setting and significance to the story of Roman era London.
8. Following two successful firings in 2024, volunteers from FoHRK and Turning Earth, Highgate, have created c. 400 pots for the third firing of the kiln planned for Saturday 13 September. The research findings from last year's firings have been used to inform the methodology, and experiences were shared at an academic and practitioners forum hosted by the School of Classics at Oxford.
9. The Science, Technology, Engineering, Arts and Mathematics (STEAM) programme of work was delivered for the second time in July 2025, with 15 A-level students participating over five days at Turning Earth's studio in Highgate.
10. The Heritage Officer who supported and delivered many of the project's activities left the City Corporation in August 2025 and we are currently recruiting for her successor.
11. Officers from Natural Environment and City Surveyor's Department are working on proposals for the refurbishment of the Information Hut, to display the kiln and new interpretation, telling the story of the kiln within the natural environment and unique nature of the ancient wood. A number of quotes have been received, and officers are currently identifying the budgets available so that they can present options to Members for their approval, followed by scheduling of works prior to the end of the project in May 2026.

Facilities & access

12. A long-awaited programme of fence repairs was completed last week on the perimeter fence on Muswell Hill Road, repairing defective fence posts. This line of timber fencing is over 12 years old, and although the panels are still in reasonable condition many of the timber posts have rotted below ground level, necessitating the installation of concrete spurs to the defective posts. Further fence repairs are planned over the forthcoming weeks for the play area and the fence and gates around the Pavilion Cafe Garden.

13. The cricket season finished with final matches taking place on 6 and 7 September, with preparations now underway for the start of the football season. The team has been busy carrying out various repairs to the pitch and line marking for the first games of the season.

Cafe remarketing

14. As previously reported and following approval and instructions from this Committee, the cafe at Highgate Wood is being remarketed, inviting proposals from all interested parties, including existing operators. As a registered charity, we have an obligation to ensure that we are achieving the best overall outcome for the Highgate Wood & Queen's Park Kilburn charity itself and our visitors when we lease our spaces commercially, which requires us to competitively remarket the café space in the building.
15. All cafes at North London Open Spaces, including the one at Highgate Wood, are currently operating under tenancies at will, which are not meant to be long-term arrangements, and it has been many years since the cafe offer was holistically reviewed and marketed competitively. This remarketing process will provide greater clarity and long-term security for our café operators and the Highgate Wood & Queen's Park Kilburn charity, supporting investment in the site and enhancing the visitor experience. We are doing this with a specialist agent to promote the sites more widely, reaching beyond our usual channels, and to ensure as many suitable operators as possible are aware and able to express interest.
16. Officers recognise and value the cafes as hubs of community and gathering places and seek to build upon this. The remarketing is not a purely profit-driven process. Consideration will be given to numerous criteria, including café concept, menu and food offer, environmental management, community and social value, management approach, experience and references, as well as the financial offer and overall strength of the business plan. This approach has been directly informed by the previous process and experience in 2016, and it benefits from the work done following that process to ensure the evaluation reflects several important factors, noted above.
17. The remarketing process began in mid-July and the deadline for bids was 24 September. The remarketing process received a very strong response, and Officers from NLOS and City Surveyor's Department are now reviewing the submissions and conferring with the agent and will prepare a report with

recommendations for decision of Hampstead Heath, Highgate Wood, and Queen's Park Committee.

Community & Education

18. Highgate Wood's Community Heritage Day occurred on Sunday 7 September and was supported by a number of the regular stall holders and local community organisations. The event was very well attended this year with a warm sunny early autumn day and plenty of activities for adults and children, including pottery and the popular dog show. Local community groups were well represented and everyone involved had plenty of interest and a chance to engage with neighbouring stallholders.
19. Heath Hands volunteer sessions have recommenced with the end of the bird nesting season, and the Highgate Wood Team is planning additional sessions this winter through to March 2026.
20. Haringey's Conservation and Woodland Management Team has set up a new Ancient Woodland Network. Friends of groups from Haringey's ancient woodland sites attended the group's inaugural meeting in Highgate Wood on 11 September. The Highgate Wood Senior Ranger provided a guided walk around the site to talk about woodland management, climate change resilience, and nature conservation.
21. The Friends of Queen's Wood have also initiated a small woodland management and conservation group to share knowledge between Highgate Wood and Queen's Wood. Queen's Wood also took part in the hedgehog survey in June this year.
22. The guided walks programme over the summer was very popular: there have been four bat walks since mid-July and all were very well attended. The moth evening led by a member of the Highgate Wood Consultative Group was very popular, with a very attentive and group of people attending.

Climate Resilience and Nature Conservation

23. The results of the Zoological Society of London (ZSL) Highgate Wood 2025 hedgehog survey are very exciting. This year's study - which ran between 12 and 4 July - recorded hedgehogs on 19 of the motion-activated cameras. this

represents a significant increase from the single individual recorded in the same period in 2017. These findings suggest the hedgehog population at Highgate Wood is thriving, with hedgehogs detected at two thirds of the deployed cameras, marking a major success for local biodiversity and wildlife conservation efforts. The 2025 survey was supported by a number of volunteers, including Heath Hands.

24. ZSL has released a report on the wider hedgehog population on Hampstead Heath comparing the survey data collected in 2024 with the earlier survey report carried out in 2021, and the findings are encouraging with a significant increase in hedgehogs caught on camera. ZSL will now carry out a population density assessment using the 2024 data and previous data back to 2017.

25. The Team has installed lines of dead hedging between Lodge Gate and New Gate, where many people were still running or walking off the main path. Before the pandemic this area had an understory of ivy and other plants which gave some protection against erosion and compaction, but with several years of social distancing during the pandemic the area became heavily used and much of the vegetation was lost. The dead hedging will be retained until the area has recovered.

Corporate & strategic implications

Strategic implications

26. This report furthers strategic aims of the new Highgate Wood Management Plan and the Corporate Plan.

Financial implications

27. No implications.

Resource implications

28. No implications.

Legal implications

29. No implications.

Risk implications

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

Equalities implications

31. No implications.

Climate implications

32. Included within the business plan for 2025-26 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy, which was launched in October 2020. No implications.

Security implications

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

Conclusion

34. This report provides Members with an update on matters relating to Highgate Wood since the last Hampstead Heath, Highgate Wood and Queen's Park Committee meeting on 16 July 2025.

Appendices: none

Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

bill.losasso@cityoflondon.gov.uk

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08.10.2025

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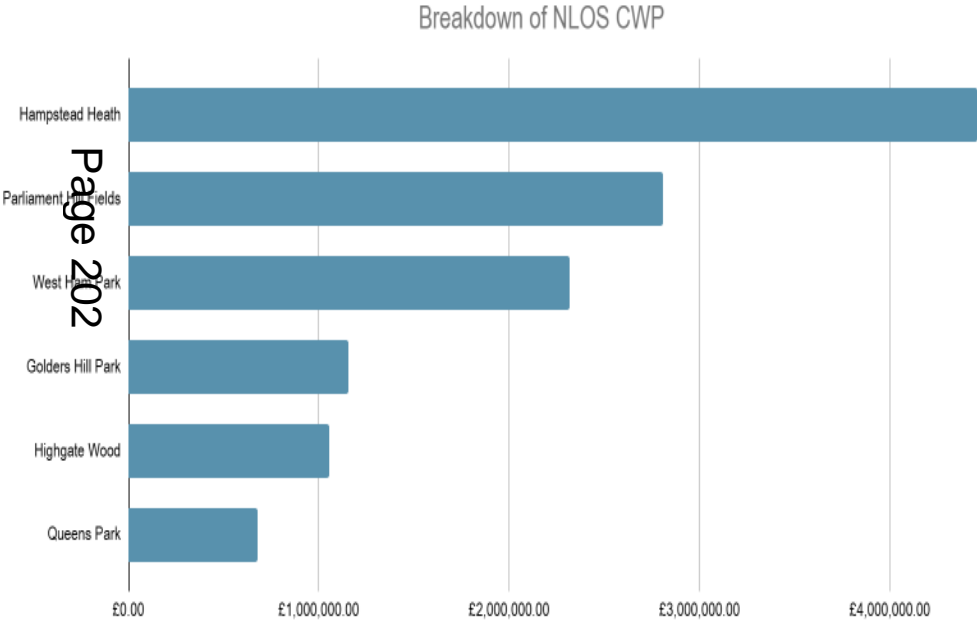
City of London – North London Open Spaces CWP - Year 1 Overview



Author: Solomon Meredith



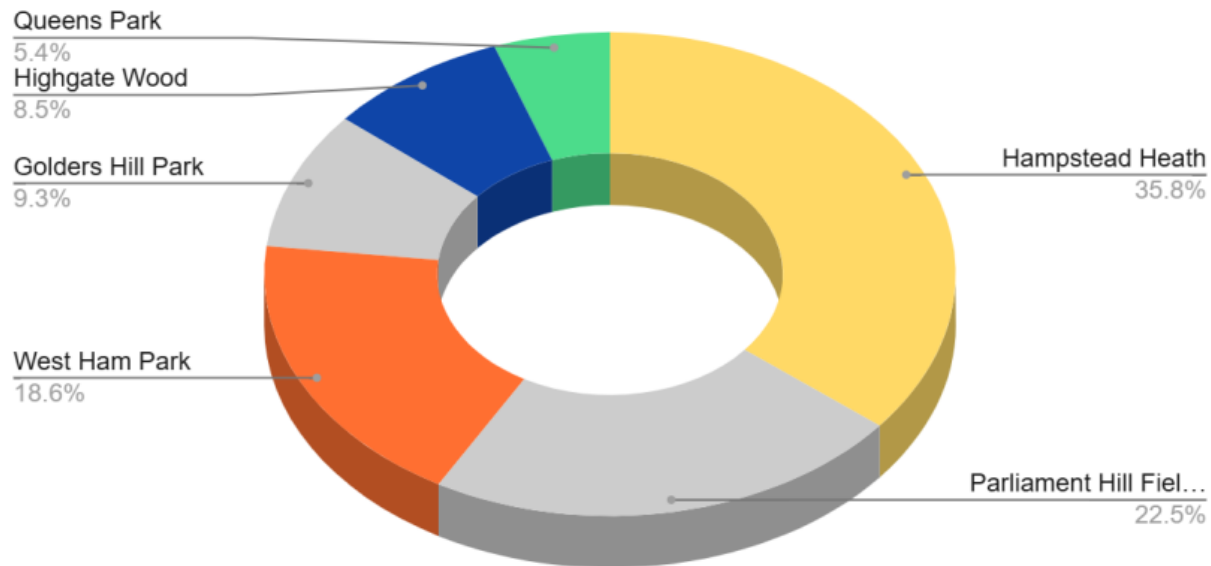
North London Open Spaces- Portfolio breakdown



Hampstead Heath	£4,463,100.00
Parliament Hill Fields	£2,804,400.00
West Ham Park	£2,319,500.00
Golders Hill Park	£1,154,500.00
Highgate Wood	£1,055,523.00
Queens Park	£678,955.00
NLOS total:	£12,475,978.00



North London Open Spaces - Portfolio breakdown





North London Open Spaces - Year on Year forecasting / spend profile

	Year 1	Year 2	Year 3	Year 4	Year 5
Year on year total	£620,328.00	£3,078,750.00	£1,990,150.00	£2,939,700.00	£3,103,750.00
Hampstead Heath	£148,500.00	£1,036,750.00	£817,750.00	£885,350.00	£964,250.00
Gonders Hill Park	£240,000.00	£157,500.00	£65,500.00	£231,000.00	£460,500.00
Parliament Hill Fields	£92,000.00	£809,000.00	£546,900.00	£664,000.00	£669,500.00
Highgate Wood	£119,873.00	£4,500.00	£42,500.00	£512,850.00	£375,500.00
Queens Park	£17,955.00	£95,000.00	£226,000.00	£142,000.00	£199,000.00
West Ham Park	£2,000.00	£976,000.00	£291,500.00	£504,500.00	£435,000.00

City Estate - Year 1 Performance



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

Highgate Wood- All Projects

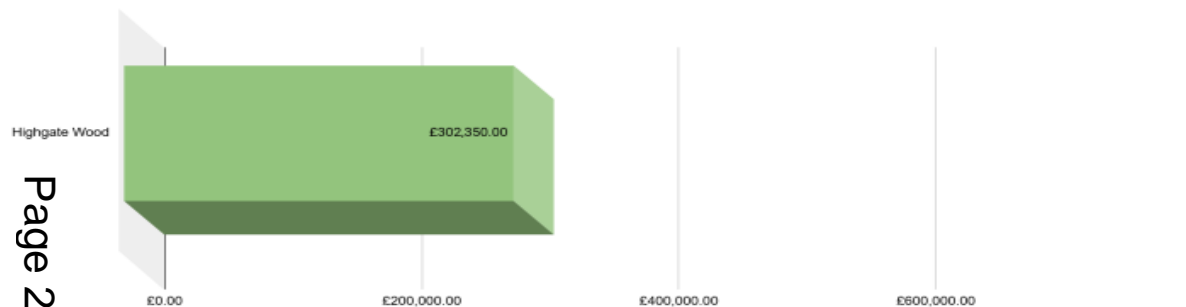


Area Name: Highgate Wood (All Projects)	Project Number:	£1,055,223.00	Project Lead	Area Name: Highgate Wood (All Projects)	Project Number:	£1,055,223.00	Project Lead
DRAINAGE OVERHAUL	C1925CW001	£50,000.00	Matthew Wong	EXTERNAL DECORATIONS	C1925CW030	£3,000.00	Matthew Wong
DRAINAGE SURVEY	C1925CW002	£20,000.00	Matthew Wong	KITCHEN REFURBISHMENT	C1925CW031	£7,500.00	Matthew Wong
FENCING REPLACEMENT/DECORATION	C1925CW003	£40,000.00	Matthew Wong	ROOF RECOVERING REPLACEMENT (GARAGE)	C1925CW032	£12,000.00	Matthew Wong
FOOTPATH RESURFACING (HOGGING AGGREGATE)	C1925CW004	£72,000.00	Matthew Wong	ROOF REPLACEMENT (IFLAT) (FELT))	C1925CW033	£3,000.00	Matthew Wong
GATES DECORATION	C1925CW005	£4,000.00	Matthew Wong	ROOF REPLACEMENT (I(MAIN) (TILED))	C1925CW034	£36,000.00	Matthew Wong
LODGE GARDEN PAVING REPLACEMENT	C1925CW006	£20,000.00	Matthew Wong	WINDOWS REPLACEMENT	C1925CW035	£20,000.00	Matthew Wong
DRINKING FOUNTAIN OVERHAUL	C1925CW007	£4,500.00	Suzana Barreto	SECURITY ALARM REPLACEMENT	C1925CW036	£7,500.00	Simon Collins
VENTILATION AND EXTRACTION SYSTEM REPLACEMENT	C1925CW008	£4,500.00	Solomon Meredith	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO	C1925CW037	£12,000.00	Andres Martinez
EXTERNAL DECORATIONS	C1925CW009	£14,000.00	Solomon Meredith	RADIATORS REPLACEMENT (INC RADIATORS AND PIPEWORK)	C1925CW038	£6,000.00	Andres Martinez
External (w/ doors & Roof) (Café)	C1925CW010	£25,500.00	Solomon Meredith	CONSERVATORY REPLACEMENT	C1925CW039	£36,000.00	Solomon Meredith
21670	C1925CW011	£38,750.00	Solomon Meredith	EXTERNAL DECORATIONS	C1925CW040	£8,500.00	Solomon Meredith
INTERNAL DECORATIONS (EXCLUDES CAFE)	C1925CW012	£6,000.00	Solomon Meredith	EXTERNAL DECORATIONS	C1925CW041	£6,000.00	Solomon Meredith
Internal - Main Café (Floor, Walls, Ceiling) (Café)	C1925CW013	£14,500.00	Solomon Meredith	ROOF REPLACEMENT (MAIN)	C1925CW042	£25,000.00	Solomon Meredith
RAINWATER GOODS OVERHAUL	C1925CW014	£6,000.00	Solomon Meredith	WINDOWS REPLACEMENT	C1925CW043	£20,000.00	Solomon Meredith
ROOF REPLACEMENT (IFLAT) (VERANDAH))	C1925CW015	£20,000.00	Solomon Meredith	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO	C1925CW044	£12,000.00	Solomon Meredith
WINDOWS REPLACEMENT	C1925CW016	£12,000.00	Solomon Meredith	EXTERNAL DECORATIONS	C1925CW045	£6,000.00	Solomon Meredith
CCTV REPLACEMENT	C1925CW017	£8,500.00	Simon Collins	KITCHEN REFURBISHMENT	C1925CW046	£20,000.00	Solomon Meredith
LIGHTING REPLACEMENT (INCL. EMERGENCY LIGHTING	C1925CW018	£7,500.00	Simon Collins	ROOF REPLACEMENT (MAIN)	C1925CW047	£25,000.00	Solomon Meredith
RADIATORS REPLACEMENT	C1925CW019	£6,000.00	Solomon Meredith	WINDOWS REPLACEMENT	C1925CW048	£20,000.00	Solomon Meredith
M&E and Electrical (Café)	C1925CW020	£35,600.00	Solomon Meredith	SECURITY ALARM REPLACEMENT	C1925CW049	£7,500.00	Simon Collins
Public Toilets (Café - block)	83100020	£84,000.00	Sunil Singh	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO	C1925CW050	£12,000.00	Solomon Meredith
EXTERNAL DECORATIONS	C1925CW021	£7,500.00	Solomon Meredith	RADIATORS REPLACEMENT (INC RADIATORS AND PIPEWORK)	C1925CW051	£7,500.00	Solomon Meredith
INTERNAL DECORATIONS	C1925CW022	£6,000.00	Solomon Meredith	EXTERNAL DECORATIONS	C1925CW052	£4,000.00	Solomon Meredith
EXTERNAL DECORATIONS	C1925CW023	£4,500.00	Solomon Meredith	KITCHEN REFURBISHMENT	C1925CW053	£8,500.00	Solomon Meredith
LUMINAIRE'S REPLACEMENT	C1925CW024	£2,000.00	Simon Collins	ROOF REPLACEMENT	C1925CW054	£20,000.00	Solomon Meredith
EXTERNAL DECORATIONS (INC. TIMBER TREATMENT)	C1925CW025	£9,500.00	Solomon Meredith	EXTERNAL DECORATIONS	C1925CW055	£4,000.00	Solomon Meredith
INTERNAL DECORATIONS	C1925CW026	£6,000.00	Solomon Meredith	ROOF REPLACEMENT	C1925CW056	£20,000.00	Solomon Meredith
TOILET REFURBISHMENT	C1925CW027	£55,000.00	Solomon Meredith	LANDLORDS LIGHTING & POWER REVIRE	C1925CW057	£24,873.00	Simon Collins
CCTV REPLACEMENT	C1925CW028	£20,000.00	Simon Collins	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO	C1925CW058	£12,000.00	Andres Martinez
LANDLORDS LIGHTING & POWER REVIRE	C1925CW029	£42,000.00	Simon Collins	EXTERNAL DECORATIONS	C1925CW059	£2,500.00	Solomon Meredith
				TIMBER TREATMENT	C1925CW060	£2,000.00	Solomon Meredith

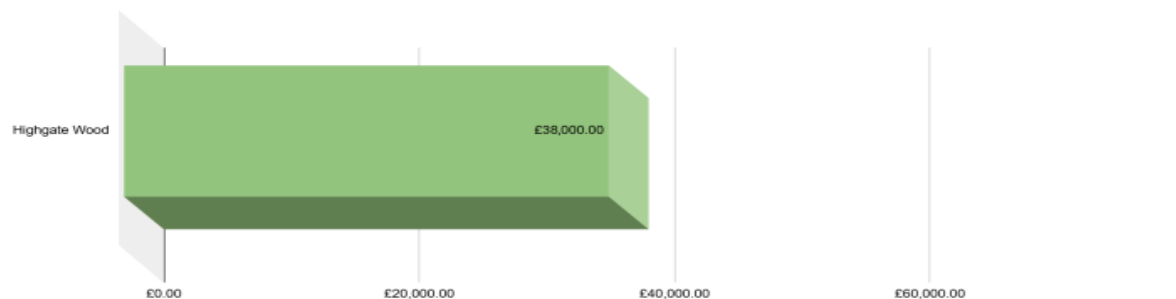


Highgate Wood- Year 2 & 3 forecast

Year 2 (NLOS) Forecast



Year 3 (NLOS) Forecast





Highgate Wood- Year 4 & 5 forecast

Year 4 (NLOS) Forecast



Year 5 (NLOS) Forecast



City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 21 October 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 Queen's Park since the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting on 16 July 2025.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

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.

1. The team at Queen's Park have been busy carrying out summer maintenance tasks of grass cutting and strimming. These tasks will continue until the weather and ground conditions change. This will ensure the Park remains a clean, safe and welcoming environment for everyone in the autumn months.
2. The long grass areas are established on the Field of Hope, the Milman and Harvest Road boundary lawns. These meadows will have their final cut in the next couple of months, after the later-flowering species have gone to seed.
3. Bird-nesting season has now finished, so the team at Queen's Park has now started the two-month task of reducing the park perimeter hedges. There are plans to also reduce the privet hedge at the back of the tennis courts this autumn.
4. Tree works have been carried out, which has included removal of dead, diseased and hanging branches in the last few months.
5. A tree safety inspection began on 1 September 2025, and all the internal trees will be inspected within the next 12 months. Works will include removal of deadwood from several London plane trees caused by *Massaria*, reduction and propping up the veteran hawthorn near to the Café, and reduction of decaying trees. This work will stabilise the identified trees or leave them as important standing deadwood habitat for a range of species.
6. Two small dead beech trees will be pollarded and left as standing deadwood in the woodland walk.
7. Wildlife surveying has been carried out by the team to record what birds, mammals and invertebrates are currently using the woodland. The data is being collected using a camera trap as well as visual and audio assessments.
8. Many birds have been recorded in the Woodland Walk and adjacent north-east section of the Park, including jay, dunnoek, wren, song thrush, blackbird, robin, chiffchaff, blackcap and blue tit.
9. The areas that were temporarily fenced off in the Woodland Walk to prevent erosion from visitors and to allow natural regeneration of woodland flora have

produced some positive results. The areas are being monitored so the biodiversity value can be enhanced within the woodland.

10. Hanging baskets have been displayed throughout the Park during the summer months. The mixed petunias provided plenty of colour to visitors and the local community. The baskets will be removed in the autumn.
11. Following playground inspections and ristograph tests, replacement beams have now been ordered for the hexagon swing and zip line. We are waiting for a date for the company to deliver and install the beams on the two pieces of play equipment. They will remain cordoned off and out of use until this essential work is carried out.
12. A test was also carried out on another piece of play equipment, named the 'Timberwood Tangle'. The results identified that several structural beams need to be replaced. It remains out of use whilst staff identify the necessary resources to either carry out the recommendations or identify another, more suitable piece of play equipment.

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

13. The team carried out summer maintenance tasks of weeding and grass cutting to ensure the gardens were of high horticultural standards for London in Bloom judging on 26 June 2025. The results will be announced on 20 October at RHS Wisley.
14. The Gardening Team will add spring-flowering bulbs to the beds and borders of the Quiet Garden this autumn. Displays of *fritillaria*, *galanthus nivalis*, *hyacinthus* and *narcissus* will be seen and enjoyed by all visitors in the spring.

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

15. The Head Gardener will carry out and lead annual bulb-planting sessions with Malorees School in October and November. They will be adding more *narcissus* (daffodils) to the existing displays in the Park.
16. The facilities were used by many local schools (ARK Franklin, Kilburn Grange, Islamia and Al Sadiq) for their sports day events over the summer term, which were busy and enjoyable.
17. A summer football camp was held in the Park during the school summer holidays, which provided children with an opportunity to enhance their football skills under the guidance of coaches.
18. Platform Cricket held their annual Kilburn, Queen's Park, Paddington and Willesden school's cricket festival in the park on the 26 June. Children from 26 different schools took part in the day's event, which was very successful.
19. Tennis remained popular throughout the summer months, with the courts being booked every day. Tennis summer camps were run by a professional tennis coach during the school summer holidays.
20. The Pitch and Putt course has continued to be very popular over the summer months, after the in-house team carried out extensive off-season maintenance works on the greens and fairways to improve the condition of the course and marketed the facility. There has been a significant increase in players and income compared to last year.
21. A public fundraising campaign has been launched to raise the necessary additional £100,000 needed to install the splash pad. The campaign with local community stakeholders is hoped to close the funding gap to fund this new accessible and inclusive play facility.

Cafe remarketing

22. As previously reported to this Committee and following approval and instructions from this Committee, the cafe at Queen's Park is being remarketed, inviting proposals from all interested parties, including existing operators. As a registered charity, we have an obligation to ensure that we are achieving the best overall outcome for the Highgate Wood & Queen's Park Kilburn Charity itself and our visitors when we lease our spaces commercially, which requires us to competitively remarket the café space in the building.

23. All cafes at North London Open Spaces, including the one at Queen's Park, are currently operating under tenancies at will, which are not meant to be long-term arrangements, and it has been many years since the cafe offer was holistically reviewed and marketed competitively. This remarketing process will provide greater clarity and long-term security for our café operators and the Highgate Wood & Queen's Park Kilburn Charity, supporting investment in the site and enhancing the visitor experience. We did this with a specialist agent to promote the sites more widely, reaching beyond our usual channels, and to ensure as many suitable operators as possible were aware of the opportunity and were able to express interest.
24. Officers recognise and value the cafes as hubs of community and gathering places and seek to build upon this. The remarketing is not a purely profit-driven process. Consideration will be given to numerous criteria, including café concept, menu and food offer, environmental management, community and social value, management approach, experience and references, as well as the financial offer and overall strength of the business plan. This approach has been directly informed by the previous process and experience in 2016, and it benefits from the work done following that process to ensure the evaluation reflects several important factors, noted above.
25. The remarketing process began in mid-July and the deadline for bids was 24 September. The remarketing process received a very strong response, and Officers from NLOS and City Surveyor's Department are now reviewing the submissions and conferring with the agent and will prepare a report with recommendations for decision of Hampstead Heath, Highgate Wood, and Queen's Park Committee.

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

26. We have increased the signage around the Farm to inform the local community and visitors about public feeding and the risks to our animals. The next Zoo Ethics Board Meeting will discuss whether the signage has been effective and has had a positive impact on the reduction of feeding by the public.
27. As part of the public fundraising campaign for the proposed splash pad, meetings have also been held with the Queen's Park team and stakeholders to explore grants and other funding opportunities. A JustGiving campaign has been set up

and the QR code is available on posters and banners, which have been put up around the park.

28. Letters of support have been received from representatives to the Queen's Park Consultative Committee, and a grant application to HS2's Community and Environment Fund will be submitted in October to help raise the additional funds for the splash pad.

Events

29. Shakespeare in the Squares was held on 28 June. This year's production of The Taming of the Shrew celebrated the eighth year of Queen's Park hosting this event. A matinee and evening performance was held in the quiet garden. It was a very warm day but enjoyed by all those that attended.
30. The Book Festival was held on 30 and 31 August. Queen's Park once again hosted a successful weekend of literature and arts. It included talks with authors such as Lyse Doucet, Alan Hollinghurst and Sophie Elmhirst. The event was very popular, and large numbers enjoyed the event.
31. Eight children's entertainment shows were held in the summer holidays, every Wednesday and Friday from 6 August until 29 August 2025. The good weather resulted in all the shows being extremely popular, with up to 300 attending each performance.
32. Queen's Park Day was held on Sunday 14 September. Despite the inclement weather conditions, the event was very popular and thousands still visited the Park and supported the event. It was also a great opportunity to raise awareness and talk to visitors about the public fundraising campaign for the splash pad. Local community stakeholders and visitors were supportive and have helped to close the funding gap for this new accessible and inclusive play feature.
33. QPARA's Christmas Carols event will be taking place in Queen's Park on Saturday 6 December.

Additional Relevant Matters

34. Recruitment is underway to appoint an Operative Ranger. Interviews will be taking place in September.

Corporate & Strategic Implications

Strategic implications

35. This report furthers strategic aims of the new Queen's Park Management Plan and the Corporate Plan.

Financial implications

36. No implications.

Resource implications

37. No implications.

Legal implications

38. No implications.

Risk implications

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

Equalities implications

40. No implications.

Climate implications

41. Included within the business plan for 2025-26 are a series of projects which contribute towards achieving the City of London's Climate Action Strategy.

Security implications

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

Conclusion

43. This report provides Members with an update on matters relating to Queen's Park since the last since the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting on 16 July 2025.

Appendices: none

Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

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08.10.2025

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City of London – North London Open Spaces CWP - Year 1 Overview

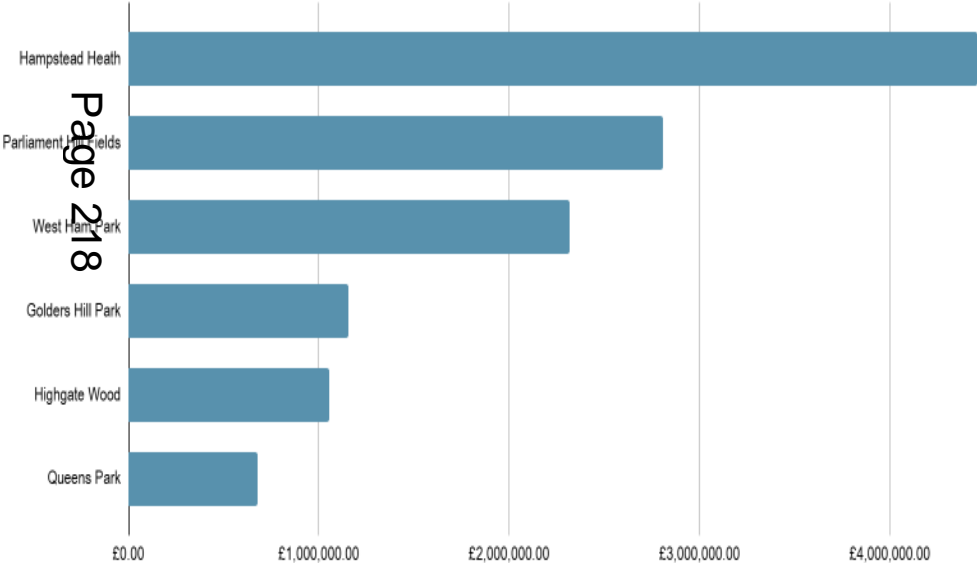
Author: Solomon Meredith





North London Open Spaces- Portfolio breakdown

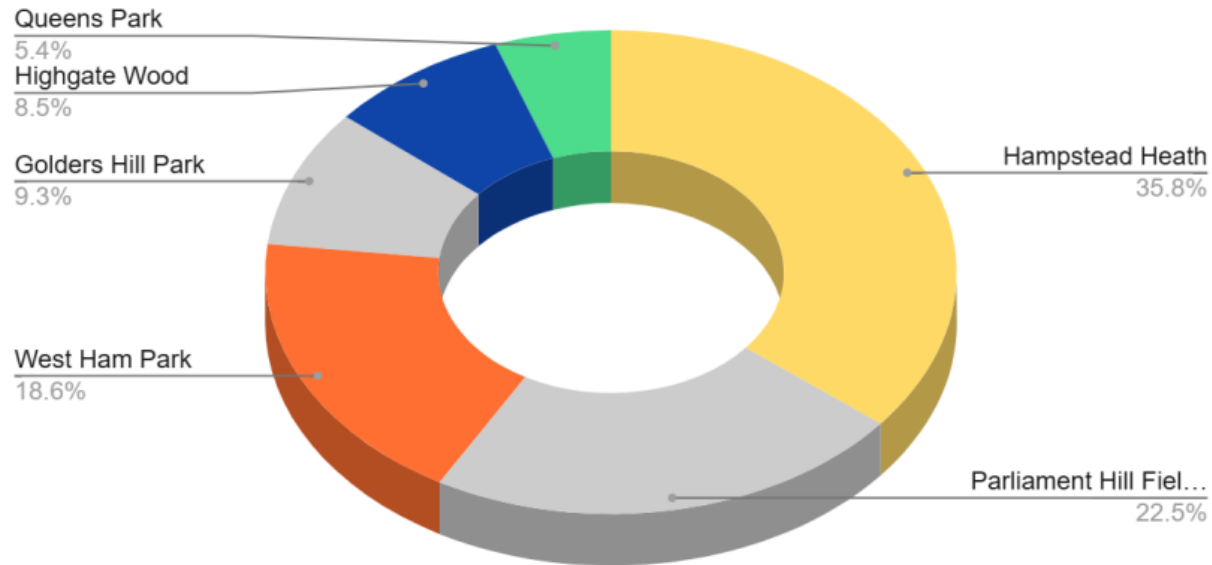
Breakdown of NLOS CWP



Hampstead Heath	£4,463,100.00
Parliament Hill Fields	£2,804,400.00
West Ham Park	£2,319,500.00
Golders Hill Park	£1,154,500.00
Highgate Wood	£1,055,523.00
Queens Park	£678,955.00
NLOS total:	£12,475,978.00



North London Open Spaces - Portfolio breakdown





North London Open Spaces - Year on Year forecasting / spend profile

	Year 1	Year 2	Year 3	Year 4	Year 5
Year on year total	£620,328.00	£3,078,750.00	£1,990,150.00	£2,939,700.00	£3,103,750.00
Hampstead Heath	£148,500.00	£1,036,750.00	£817,750.00	£885,350.00	£964,250.00
Gonders Hill Park	£240,000.00	£157,500.00	£65,500.00	£231,000.00	£460,500.00
Parliament Hill Fields	£92,000.00	£809,000.00	£546,900.00	£664,000.00	£669,500.00
Highgate Wood	£119,873.00	£4,500.00	£42,500.00	£512,850.00	£375,500.00
Queens Park	£17,955.00	£95,000.00	£226,000.00	£142,000.00	£199,000.00
West Ham Park	£2,000.00	£976,000.00	£291,500.00	£504,500.00	£435,000.00

City Estate - Year 1 Performance



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

Queen Park- All Projects



Area Name: Queens Park	Project Number:	678,955	Project Lead	Area Name: Queens Park	Project Number:	678,955	Project Lead
CORPORATE IMAGE BOARDS DECORATION	C1925CW061	4,000	Matthew Wong	ELECTRIC STORAGE HEATING REPLACEMENT	C1925CW086	4,000	Simon Collins
FENCES/GATES DECORATION	C1925CW062	36,000	Matthew Wong	EMERGENCY LIGHTING REPLACEMENT	C1925CW087	4,000	Simon Collins
FENCING REPLACEMENT/DECORATION	C1925CW063	32,000	Matthew Wong	LUMINAIRES REPLACEMENT	C1925CW088	4,500	Simon Collins
FOOTPATH RESURFACING	C1925CW064	20,000	Matthew Wong	BOILER REPLACEMENT	C1925CW089	12,000	David Summers
TENNIS COURTS RESURFACING OF COURT 6	C1925CW065	72,000	Matthew Wong	RADIATORS REPLACEMENT (INC RADIATORS AND PIPEWORK)	C1925CW090	5,955	David Summers
EXTERNAL DECORATIONS (INC SCAFFOLDING)	C1925CW066	12,000	Solomon Meredith	EMERGENCY LIGHTING REPLACEMENT	C1925CW091	6,000	Simon Collins
External Decorations (Café)	C1925CW067	26,000	Solomon Meredith	LUMINAIRES REPLACEMENT	C1925CW092	6,000	Simon Collins
External - Area (Café)	C1925CW068	15,000	Solomon Meredith	SECURITY ALARM REPLACEMENT	C1925CW093	2,000	Simon Collins
INTERNAL DECORATIONS (PARK OFFICE)	C1925CW069	6,000	Solomon Meredith	EXTERNAL DECORATIONS	C1925CW094	6,000	Matthew Wong
Internal Decorations (Café)	C1925CW070	21,000	Solomon Meredith	INTERNAL DECORATIONS	C1925CW095	6,000	Matthew Wong
KITCHEN REFURBISHMENT	C1925CW071	6,000	Solomon Meredith	ROOF REPLACEMENT	C1925CW096	5,000	Matthew Wong
ROOF REPLACEMENT (FLAT) (FELT)	C1925CW072	20,000	Solomon Meredith	EMERGENCY LIGHTING REPLACEMENT	C1925CW097	3,000	Simon Collins
TOILET REFURBISHMENT (PARK OFFICE)	C1925CW073	4,000	Solomon Meredith	LUMINAIRES REPLACEMENT	C1925CW098	2,500	Simon Collins
WINDOWS REPLACEMENT	C1925CW074	36,000	Solomon Meredith	WATER HEATER REPLACEMENT	C1925CW099	3,000	Simon Collins
EMERGENCY LIGHTING REPLACEMENT	C1925CW075	2,000	Simon Collins	POOL RESURFACING	C1925CW100	60,000	Matthew Wong
LUMINAIRES REPLACEMENT	C1925CW076	6,000	Simon Collins	ROOF REPLACEMENT (ASPHALT) (PLANT ROOM)	C1925CW101	6,000	Matthew Wong
M&E and Electrical (Café)	C1925CW077	39,000	Solomon Meredith	DECORATIONS	C1925CW102	12,000	Matthew Wong
BOILER REPLACEMENT	C1925CW078	12,000	Solomon Meredith	BATHROOM REFURBISHMENT	C1925CW103	8,500	Matthew Wong
RADIATORS REPLACEMENT (INC RADIATORS AND PIPEWORK)	C1925CW079	6,000	Solomon Meredith	EXTERNAL DECORATIONS	C1925CW104	4,000	Matthew Wong
EXTERNAL DECORATIONS	C1925CW080	4,000	Matthew Wong	KITCHEN REFURBISHMENT	C1925CW105	25,000	Matthew Wong
HARDSTANDING REPLACEMENT (TARMAC)	C1925CW081	20,000	Matthew Wong	RAINWATER GOODS REPLACEMENT	C1925CW106	3,000	Matthew Wong
INTERNAL DECORATIONS	C1925CW082	4,500	Matthew Wong	ROOF REPLACEMENT (EXTENSION) (FELT)	C1925CW107	4,000	Matthew Wong
KITCHEN REFURBISHMENT	C1925CW083	8,500	Matthew Wong	WINDOWS REPLACEMENT	C1925CW108	25,000	Matthew Wong
WINDOWS REPLACEMENT	C1925CW084	20,000	Matthew Wong	SECURITY ALARM REPLACEMENT	C1925CW109	7,500	Simon Collins
DOOR ENTRY REPLACEMENT	C1925CW085	6,000	Simon Collins	BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	C1925CW110	12,000	David Summers
				EXTERNAL DECORATIONS	C1925CW111	4,000	Matthew Wong



Queens Park- Year 2 & 3 forecast

Year 2 (NLOS) Forecast



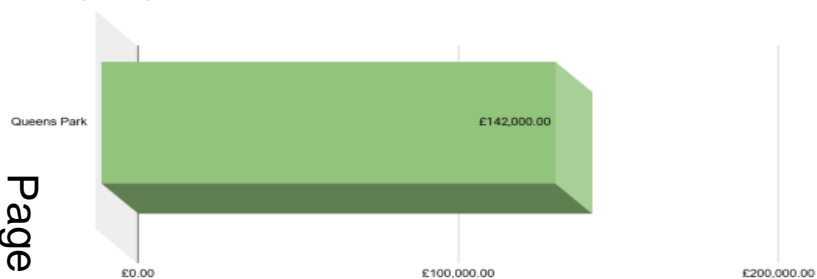
Year 3 (NLOS) Forecast



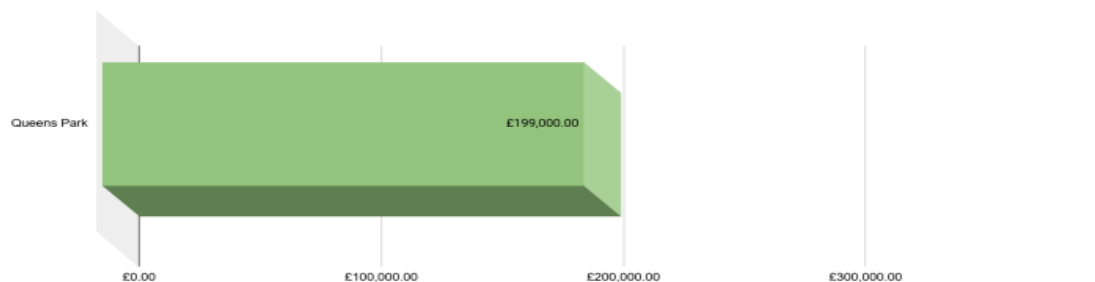


Queens Park- Year 4 & 5 forecast

Year 4 (NLOS) Forecast



Year 5 (NLOS) Forecast



City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood and Queen's Park Committee	Dated: 21/10/2025
Subject: Highgate Wood and Queen's Park 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 the Highgate Wood and Queen's Park Kilburn charity (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.

The Highgate Wood and Queen's Park risk register is summarised in the main body of this report and provided in full at Appendix 1.

Recommendation

Highgate Wood and Queen's Park risk management: Members are asked to confirm, on behalf of the City Corporation as trustee, that the register appended to this report satisfactorily sets out the key risks to the charity and that appropriate systems are in place to effectively identify and mitigate risk.

Main Report

Background

Corporate Risk Management Process

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

Risk governance and reporting

4. For each natural environment charity, the responsible Management Committee retains oversight of risk, with officers under their relevant delegated authority in the operational management of the charity having day-to-day responsibility for managing and controlling risk.
5. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
6. The City of London's Risk Management Framework requires each Chief Officer to report regularly to Committees on the risks faced by their department.
7. Your Committee, on behalf of the City Corporation as Trustee, reviews the risks faced by the Highgate Wood and Queen's Park charity on a quarterly basis to gain assurance that risks are being effectively identified and managed. This reporting frequency aligns with the City of London's Risk Management Framework and exceeds the requirements of the Charity Commission.

8. Detailed risk registers are presented every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception.
9. New risk management reporting appendices have recently been developed for use across all departments as part of the *Informed Decision Making* objective of the Risk Management Strategy 2024-2029. These appendices are intended to help promote consistency and accuracy in risk management reporting to support strategic decision-making. Members will note that the risk register appended to this report takes this new format.

Current Position

10. The Executive Director Environment assures your Committee that all risks held by 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.
11. Risks are regularly reviewed by the Assistant Director and his management team, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 2.
12. New and emerging risks are identified through several channels, including:
 - Directly by Senior Leadership Teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services. For example, changes to legislation, resource availability, severe weather events.
13. The three highest risks for the Highgate Wood and Queen's Park charity remain the 'Decline in condition of assets', 'Impacts of anti-social behaviour on staff and site', and 'Work related stress', each of which is currently scored at Red 16 (likely to occur, with a major impact).
 - a. **Decline in condition of assets** – There are ongoing concerns about inadequate repair and maintenance of the charity's built assets and a range of actions are underway with the aim of reducing this risk.

Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications. Regular liaison meetings

between the two departments are held to manage the delivery programme.

The actions include one owned by the CSD's Operations Group Director: to deliver work packages as agreed with the Environment Department. This and all other actions are kept under regular review.

- b. **Impacts of anti-social behaviour on staff and site** – Instances of anti-social behaviour continue to increase.

A contract with an external security provider has now been agreed for the provision of supplemental security resource as required.

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 over time.

- c. **Work related stress** - Some members of staff are currently experiencing overwork due to insufficient staffing levels, and are working additional, unpaid, hours to meet service delivery demands. This is resulting in increased levels of workplace stress and anxiety. Senior Management are actively working to address this risk and are undertaking a range of actions, including refining the business plan process to better prioritise workstreams; reviewing staff rotas; seeking funding for additional staff resource; and liaising with HR and Occupational Health to provide staff with appropriate support. It is hoped that these actions will, in time, reduce the risk score to Amber 12 (possible / major impact). Other appropriate actions will be considered to enable a further reduction.

Highgate Wood and Queen's Park Risks

- 14. The Highgate Wood and Queen's Park Risk Register contains twelve risks (three RED, eight AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his management team.
- 15. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. The risks are listed below along with explanations of any changes to the scores. Full

details of the risks and their mitigating actions are set out in the detailed risk register at Appendix 1.

- **ENV-NE-HWQP 007: Decline in condition of assets**
Current risk score: RED 16
- **ENV-NE-HWQP 012: Impacts of anti-social behaviour on staff and site**
Current risk score: RED 16
- **ENV-NE-HWQP 013: Work related stress**
Current risk score: RED 16
- **ENV-NE-HWQP 001: Budget pressures**
Current risk score: AMBER 12
- **ENV-NE-HWQP 004: Adverse impacts of extreme weather and climate change**
Current risk score: AMBER 12
- **ENV-NE-HWQP 002: Negative impacts of visitor pressure**
Current risk score: AMBER 8
- **ENV-NE-HWQP 006: Risk to health and safety**
Current risk score: AMBER 8
- **ENV-NE-HWQP 009: Recruitment and retention of suitable staff**
Current risk score: AMBER 8

- **ENV-NE-HWQP 011: Tree event or failure**
Current risk score: AMBER 8
This risk remains at a score of Amber 8 (likely to occur with a serious impact). However, the approach has changed from aiming to reduce the risk, to accepting that it is at the lowest achievable level. Tree and limb failures are increasing due to the ongoing effects of climate change. There are no actions available that would reduce the likelihood of the risk, nor the impact should it occur. However, officers continue to take a range of actions to control the risk and maintain it at the current level, ensuring the safety of staff and site users.

- **ENV-NE-HWQP 003: Outbreak of fire in woodland/heathland**
Current risk score: AMBER 6
Following the absence of any significant fire events over the summer, the recent acquisition of a fire fogger, and additional training for staff, the impact of this risk has been reassessed and the score lowered to the target of Amber 6 (possible likelihood / serious impact). The risk is now accepted at this lower level as there are presently no additional available actions that would reduce the likelihood or impact any further. However, officers will continue to take the stated actions to control the risk at the current level.

- **ENV-NE-HWQP 005: Negative impacts of pests and diseases**
Current risk score: AMBER 6
- **ENV-NE-HWQP 008: Negative impacts of development and encroachment**
Current risk score: GREEN 4

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 – Highgate Wood and Queen's Park Risk Register
- Appendix 2 – City of London Corporation Risk Matrix

Contact

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ENV NE - Highgate Wood and Queens Park Risk Register

Report Type: Risks Report

Report Author: Joanne Hill

Generated on: 19 September 2025

Rows are sorted by Risk Score

Risk Level Description Service

Risk Code	ENV-NE-HWQP 007	Risk Title	<i>Decline in condition of assets</i>
<div>Page 231</div> <div>Description</div>	<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 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>		

Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	10-Aug-2015

Page 232	<p>Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications.</p>	
	<p>Documents outlining responsibilities by asset and task are under review, in particular the Division of Responsibilities between CSD and the Environment Department, and the Corporate Controller of Premises Policy.</p>	
	<p>The Assistant Director Charity Development is taking forward recommendations for changes to ways of working with CSD and other corporate departments. In particular, Service Level Agreements.</p>	
	<p>The Natural Environment Charity Review is considering alternative funding options to enable charities to have greater influence over management and investment in their assets.</p>	
Latest Note		<p>Surveys of condition of high priority lodges have been undertaken and have informed further agreements and working with CSD to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential.</p>
		19-Sep-2025

<div>Page 23</div>	<p>Work is underway with CSD and other corporate departments to assess, allocate and prioritise backlog funding to areas of most need. Recent progress includes:</p> <ul style="list-style-type: none"> • Toilet refurbishment works at Queen's Park and investigatory works are underway to address issues with the toilets by the cafe. • The Queen's Park paddling pool gained Committee approval for conversion to a splash pad. The conversion will make the facility more cost effective and need less staff resource and maintenance. Work is underway to raise the necessary funds. • The Education Centre at Highgate Wood is in a very poor state - CSD is aware of this. <p>Additional projects will be completed through delivery of the 5-year Cyclical Works Programme (CWP). Officers will continue to monitor risk levels as the CWP is delivered and new issues are identified. The risk remains high. The target date has been set to the end of 2026 and we will reassess it at that time, but we do not expect the overall risk for the charity to reduce before the 5-year CWP is complete.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 007b Liaison with City Surveyor's Department	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects.	<p>The Assistant Property Facilities Manager (APFM) is in regular contact with Natural Environment Division stakeholders. Officers are continuing to work with CSD to resolve service delivery issues.</p> <p>We are establishing regular project</p>	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025

Appendix 1

		<p>prioritisation meetings with the CWP (Cyclical Works Programme) Team for project oversight.</p> <p>This is an ongoing action and is kept under review.</p>			
<p>ENV-NE-HWQP 007e</p> <p>Annual building inspections</p>	<p>Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department to capture maintenance needs.</p>	<p>Annual inspections of built assets were undertaken in conjunction with the City Surveyor's Department (CSD) and are now contingent upon there being sufficient capacity and resource. There is currently insufficient resource within the local team to complete all inspections but officers continue to liaise with colleagues in CSD to progress this.</p> <p>This is an ongoing action and is kept under review.</p>	19-Sep-2025	<p>Bill LoSasso; Jonathan Meares; Charlotte Williams</p>	31-Dec-2025
<p>ENV-NE-HWQP 007f</p> <p>Asset review</p>	<p>Asset management review.</p>	<p>The Natural Environment Charity Review (NECR) has compiled a comprehensive list of all assets and determined ownership. Consultants have been appointed to carry out an independent review of complementary land assets – their report is due at the end of 2025 and will be presented to Committees in Q1 2026.</p>	19-Sep-2025	<p>Bill LoSasso; Jonathan Meares; Charlotte Williams</p>	31-Mar-2026
<p>ENV-NE-HWQP 007h</p> <p>Delivery of works</p>	<p>City Surveyor's Department to deliver works as agreed and funded either by CWP funds and/or directly by the Environment Department.</p>	<p>The CSD's Operations Group delivers work packages as agreed with the Environment Department, within agreed allocated funds, timelines and specifications. This is delivered either via the Cyclical Works Programme (CWP), capital and/or local risk budget.</p>	19-Sep-2025	<p>Peter Collinson</p>	31-Dec-2025

		Regular liaison meetings are held between Environment and CSD to manage the delivery programme, and to ensure any risks / issues / conflicts / etc are escalated and understood by all parties.			
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Risk Code	ENV-NE-HWQP 012
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Risk Title	<i>Impacts of anti-social behaviour on staff and site</i>
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Description	<p>Cause: Anti-social behaviour of members of the public.</p> <p>Event: Anti-social, irresponsible or unsafe behaviour, and abuse of staff, particularly during extremely busy periods.</p> <p>Effect: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.</p>
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Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	15-Apr-2024

Latest Note	<p>A departmental 'Unreasonable Behaviour Protocol' has been developed to tackle abuse of staff, including rapid reporting of incidents. A local process has also been implemented to ensure recording of all incidents and appropriate action is taken as necessary.</p> <p>Relevant training on conflict management has been provided to North London Open Spaces front-line staff.</p> <p>Locally, officers encourage responsible behaviour and put preventative measures in place where possible. Collaboration with the police and other enforcement agencies to minimise incidents is ongoing. Officers will continue to hire in supplemental security resource where necessary.</p> <p>We are recruiting four additional Constables which will increase the security presence. The target date for this risk</p>	19-Sep-2025
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	has been extended to the end of 2026 to allow for the impact of the additional staff to be assessed.	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

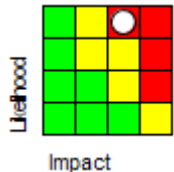
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 012a Policy on abusive incidents Page 237	Develop Departmental 'Abuse of Staff Policy'.	<p>An Environment Department reporting system is in place to enable rapid reporting of instances where staff experience abusive or unacceptable behaviour from members of the public. A Departmental 'Unacceptable Behaviour Protocol' has also been introduced.</p> <p>Locally, all instances of such behaviour are recorded and appropriate action taken. The North London Open Spaces team is also making HR colleagues aware of the practical day-to-day challenges of managing open spaces.</p> <p>The 'due date' for this action is the date when it will next be reviewed.</p>	19-Sep-2025	Bill LoSasso	31-Dec-2025
ENV-NE-HWQP 012c Enforcement partnerships	Build enforcement partnerships.	<p>This is ongoing with relevant local agencies and partners.</p> <p>A contract with an external security provider has now been agreed for the provision of supplemental security resource as required.</p>	19-Sep-2025	Bill LoSasso	31-Dec-2025

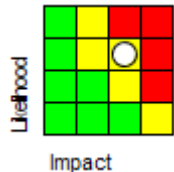
ENV-NE-HWQP 012d Visitor education	Educate visitors to use the sites responsibly.	<p>The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate.</p> <p>This is an ongoing action - the due date is the date of the next scheduled review.</p>	19-Sep-2025	Bill LoSasso	31-Dec-2025
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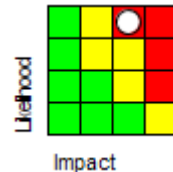
Risk Code	ENV-NE-HWQP 013
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Risk Title	<i>Work related stress</i>
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Description	<p>Cause: Insufficient staffing numbers available to meet existing workloads as a consequence of significant cuts to NLOS staffing during the Target Operating Model (TOM2) process and other reductions.</p> <p>Event: Staff are overworked, lone working, critical services are not delivered, procedures are not updated or followed.</p> <p>Effect: Higher staff absence; increased staff turnover; reduced staff wellbeing and mental and physical health; inability to deliver service; reputational damage due to decreased service delivery; increased risk of accident and injury to staff or public.</p>
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Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	30-Apr-2025

Latest Note	<p>Some members of staff are experiencing overwork due to insufficient staffing levels, and are working additional, unpaid, hours to meet service delivery demands. This is resulting in increased levels of workplace stress and anxiety. The current risk score is assessed as Red 16 (likely to occur with a major impact) to reflect this.</p> <p>Senior Management are working to address this situation as identified in the actions below.</p> <p>We aim to reduce the risk score to the initial target of Amber 12 (possible/major) by the end of 2026. We will then reassess the situation to see whether additional resources have been effective in reducing the risk, and we will consider other actions which may enable the score to reduce.</p>	19-Sep-2025
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Appendix 1

Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 013a Business Planning	Improve prioritisation of tasks through the new Five-Year Charity Business Plan.	The business planning process for the charity is being refined and implemented to better prioritise workstreams and reduce overwork where possible. This will be reviewed and improved annually.	19-Sep-2025	Bill LoSasso	31-Mar-2026
ENV-NE-HWQP 013b Staff rotas	Review staff rotas	Staff rotas will be reviewed during 2025 to modernise work schedules and quantify/document staffing gaps where possible.	19-Sep-2025	Bill LoSasso	31-Dec-2025
ENV-NE-HWQP 013c Income generation	Identify additional funding to increase staff resource.	A Head of Development and Partnerships has been appointed to support income generation and fundraising. We hope that the work of this officer will identify funding for additional staff resources. The due date of this action is set for December 2026 to enable time for the impact of the post holder's work to start to be realised.	19-Sep-2025	Bill LoSasso	31-Dec-2026
ENV-NE-HWQP 013d Natural Environment Charity Review	Seek options through the Natural Environment Charity Review.	Senior Managers will advocate, via the Natural Environment Charity Review (NECR), for restoration of funding, which was cut during the Target Operating Model (TOM2) process and elsewhere.	19-Sep-2025	Bill LoSasso	31-Mar-2026
ENV-NE-	Liaise with HR and Occupational	Senior Managers will continue to liaise with	19-Sep-2025	Bill LoSasso	31-Dec-2025

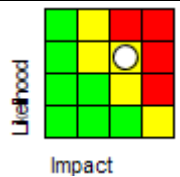
<p>HWQP 013e Provide support for staff</p>	<p>Health</p>	<p>HR and the Occupational Health service as appropriate to ensure support is provided for staff. Stress Risk Assessments will be considered where appropriate.</p> <p>This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.</p>			
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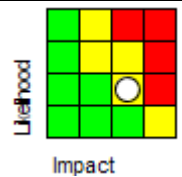
Risk Code	ENV-NE-HWQP 001
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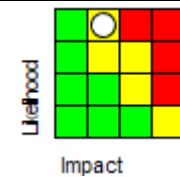
Risk Title	<i>Budget pressures</i>
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Description	<p>Cause: Reduced budgets; running costs of the sites exceed income generation; expanding demand on services; aging assets requiring investment.</p> <p>Event: Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets.</p> <p>Effect:</p> <p>Failure to deliver statutory duties. Failure to meet strategic objectives. Decline in range, and quality, of services. Closure of facilities. Decline of the built environment. Reputational damage to the City of London.</p>
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Page 42

Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	29-Jan-2019

Latest Note	<p>The new operational structure devotes staff resource to develop income generation - we have appointed a Head of Development and Partnerships to support income generation and fundraising.</p> <p>The date by which we aim to reduce this risk to the target score has been extended to December 2026 to allow time for the results of the new post holder's work to begin to be realised.</p>	19-Sep-2025
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	<p>A local fundraising campaign has been launched to raise funds to bridge the funding gap for the splash pad at Queen's Park. An application for the HS2 Community and Environment Fund is being prepared.</p> <p>Reducing budget pressures is strongly linked to the amount of the annual grant provided to the charity under the grant funding model under the Natural Environment Charity Review. The Highgate Wood and Queen's Park charity will transition to a grant funding model from 2026/27 (moving from the current deficit funding model).</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 001a Budget Monitoring	Monitor budgets monthly and consider income generation opportunities.	<p>Regular review and forecasting of the budget position is undertaken with the Chamberlain's Department.</p> <p>The new Head of Development and Partnerships will focus on developing income generation opportunities.</p>	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Mar-2026
ENV-NE-HWQP 001b Appoint Head of Development and Partnerships	Appoint Head of Development and Partnerships	This action will now be closed as the new Head of Development and Partnerships has been appointed and is now in post.	19-Sep-2025	Bill LoSasso	31-Mar-2026
ENV-NE-HWQP 001c	Consider reduction of service provision if necessary.	From the present until the end of the next fiscal year, officer will assess the need to	19-Sep-2025	Bill LoSasso	31-Mar-2027

Appendix 1

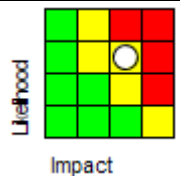
Service reductions		review and consider reduction of service provision.			
ENV-NE-HWQP 001d Cost recovery	Ensure cost recovery for services where appropriate.	Ensure cost recovery for services provided where appropriate. This is an ongoing action and will be kept under regular review.	19-Sep-2025	Bill LoSasso	31-Dec-2026
ENV-NE-HWQP 001e Income generation	Head of Development and Partnerships to focus on income generation.	The new post of Head of Development and Partnerships has now been appointed to. The post holder will focus on income generation and fundraising.	19-Sep-2025	Bill LoSasso	31 Mar 2026

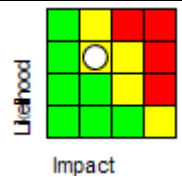
Risk Code	ENV-NE-HWQP 004
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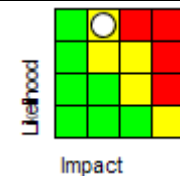
Risk Title	<i>Adverse impacts of extreme weather and climate change</i>
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Description	<p>Cause: Climate change: more frequent and severe storms, wind, rainfall, snow or drought.</p> <p>Event: More frequent and severe storm damage, flooding, and fires.</p> <p>Effect:</p> <p>Injury or death to staff, visitors, contractors and volunteers.</p> <p>Damage to flora and fauna.</p> <p>Damage to property (City of London owned property and that of neighbours and service users).</p> <p>Disruptions to service delivery.</p> <p>Temporary site/area closures.</p> <p>Increased demand for staff resources to respond to incidents and maintain site safety.</p> <p>Increased costs for reactive management and insurance claims.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	10-Aug-2015

Latest Note	<p>The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events. The target date has been extended to the end of March to enable time for mitigating actions to be completed.</p> <p>Highgate Wood is particularly vulnerable to climate change as it is ancient woodland.</p>	19-Sep-2025
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	<p>Extreme weather events continue to be managed. The Extreme Weather Protocol will be reviewed by the end of March 2026.</p> <ul style="list-style-type: none"> • MET office Storm Centre warnings are monitored. • MET Office Flood Alerts and Warning are monitored. This includes monitoring for potential flash flooding caused by summer sudden convection storms and heavy rain falling on dry ground. Action is taken to manage pond levels. In a major storm with very high levels of rainfall there would still be flooding downstream, but the risk of dam failure has been reduced significantly as a result of the 2015 Ponds Project. • The MET Office Fire Severity Index is monitored. <p>Officers will seek more accurate weather warning and monitoring sources over the coming months.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jonathan Meares; Charlotte Williams

Associated Actions

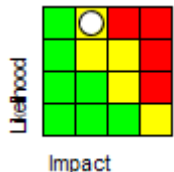
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 004a Review Met Office information	Monitor MET Office weather warnings.	<p>MET Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.</p> <p>Officers will be seeking more accurate sources of weather warnings and monitoring over the coming months.</p>	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Mar-2026
ENV-NE-HWQP 004b Review of site	Review site plans annually or, if appropriate, following an incident.	An Emergency Action Plan is in place. It is reviewed regularly by the District Surveyor's Engineering Team and/or after an emergency	19-Sep-2025	Jonathan Meares; Charlotte	31-Dec-2025

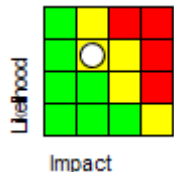
emergency plans	Reviews are usually conducted in September and agreed later in the year.	incident. The 2024 review was completed. This is an ongoing action. The due date shown is the date of the next review.		Williams	
ENV-NE-HWQP 004c Extreme Weather Protocol	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol will be reviewed along with the Environment Department's Tree Safety Policy in the coming months.	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Mar-2026


Risk Code	ENV-NE-HWQP 002
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Risk Title	<i>Negative impacts of visitor pressure</i>
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Description	<p>Cause: An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes which are not designed for such high visitor numbers.</p> <p>Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-2027

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	01-Dec-2020

Latest Note	<p>The current risk remains at the same level.</p> <p>Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme. The most ecologically sensitive areas are fenced off to prevent access - this is funded through the Climate Action Strategy (CAS), along with aeration and compaction monitoring work.</p> <p>Achievement of target score is contingent upon funding and support for restoration works. The target date to reduce the risk has been extended to the current end date of the CAS Carbon Removals and Resilience Project.</p>	19-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

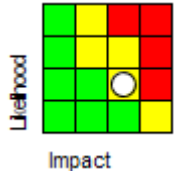
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 002a Mitigation Actions Page 249	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> • Additional monitoring and ecological assessments required. • Surveys to monitor visitor numbers and evaluate environmental impacts on the Heath. • Messaging via social media asking visitors to use the site responsibly. • Regular Ranger and Constabulary activity. • Programmed restoration work is ongoing. • Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage. • Carrying out educational and messaging campaigns to encourage the public to use the site responsibly. • Very severely affected areas are temporarily fenced off to enable recovery. <p>We expect this to be a long-term mitigation exercise: the action 'due date' is the date of the next review.</p>	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Mar-2027
ENV-NE-HWQP 002b Seek	Seek funding for restoration works.	Officers continue to seek funding for future restoration works, particularly through the Climate Action Strategy (CAS).	19-Sep-2025	Jonathan Meares	31-Mar-2027

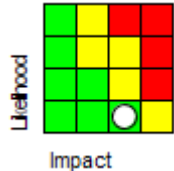
additional funding					
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Risk Code	ENV-NE-HWQP 006
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Risk Title	<i>Risk to health and safety</i>
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Description	<p>Cause: The operation of a large public green spaces, such as Highgate Wood and Queen's Park, carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors.</p> <p>Event: Incident or accident with health and safety implications.</p> <p>Effect: Injury or death of a member of the public, volunteer, staff or contractor.</p> <p>Financial penalty as a result of insurance claims, or non-compliance with health and safety legislation.</p> <p>Reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	10-Aug-2015

Latest Note	<p>The current risk score remains unchanged, but we aim to reduce it the over coming months by further increasing proactive Health and Safety (H&S) management, including audits, inspections, communications and staffing.</p> <p>Officers continue to proactively address H&S issues and work closely with the departmental and corporate H&S teams.</p> <p>The new Corporate Safe365 Health and Safety system is now being used across the North London Open Spaces. H&S Workshops for staff were recently held at Parliament Hill and Heathfield House to discuss health and safety; raise awareness of the importance of H&S compliance; and to ensure that staff are fully aware of their</p>	19-Sep-2025
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	responsibilities.	
	The target date has been extended to reflect the timeline of the mitigating actions.	

Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jonathan Meares; Charlotte Williams

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 006a Health and safety site audits	Continue to undertake regular health and safety audits.	<p>Fire Risk Assessments and water safety audits are undertaken by an external consultant.</p> <p>A full review of Safe Systems of Work (SSoW) has been, and continues to be, undertaken by CoL staff.</p> <p>A North London Open Spaces fleet audit has been undertaken by the CoL's Transport Policy Team - the result was largely positive, and the few resulting recommendations are being addressed. A re-audit will take place to reassess and check progress.</p> <p>This is an ongoing action which is reviewed regularly: the due date is the date the action will next be reviewed.</p>	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HWQP 006b	Relevant officers to participate in Departmental Health and Safety	The Head of Operations and Parks chairs regular North London Open Spaces health	19-Sep-2025	Jonathan Meares;	31-Dec-2025

Appendix 1

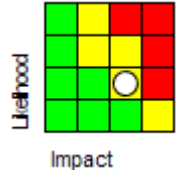
Health and Safety meetings	Improvement Group meetings. Hold regular Divisional and Sub-Divisional Health and Safety meetings. Keep staff informed, consulted and updated on health and safety matters.	and safety meetings; and represents NLOS at Divisional and Departmental H&S meetings. This is an ongoing action: the 'Due Date' is the date of the next review.		Charlotte Williams	
ENV-NE-HWQP 006c Health and safety culture Page 253	Continue to develop a culture of proactively reporting accidents, incidents and near misses.	Officers continue to report accidents and near misses. Accidents are subject to investigation and reviewed by the site supervisor and the Departmental Health and Safety Improvement Group. A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised for staff. H&S Workshops were recently held for staff to discuss H&S; raise awareness of the importance of H&S compliance; and to ensure that staff are fully aware of their responsibilities. This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HWQP 006d Playground inspections	Annual RoSPA inspections of all playgrounds.	Annual RoSPA inspections of all playgrounds are carried out; the next ones are scheduled for October 2025 Training has been provided to relevant staff to enable them to carry out monthly inspections	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025

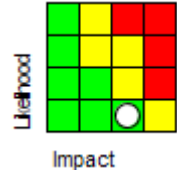
		<p>of playgrounds. A Playground Working Group has been established, and meets quarterly, to discuss ongoing maintenance of playgrounds.</p> <p>A best practice guide for the design, creation, installation and maintenance of playgrounds has been developed.</p>			
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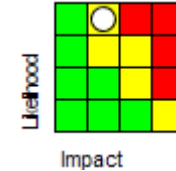
Risk Code	ENV-NE-HWQP 009
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Risk Title	<i>Recruitment and retention of suitable staff</i>
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Description	<p>Cause: Difficulties in recruiting and retaining suitable individuals. Reduced affordability of living in or near London.</p> <p>Event: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces.</p> <p>Effect:</p> <p>Inability to maintain Highgate Wood and Queen's Park to an acceptable standard.</p> <p>Increased number of complaints regarding the services.</p> <p>Decline of natural and built environment.</p> <p>Decline in quality of assets.</p> <p>Closure of facilities.</p> <p>Pressure on existing staff to cover vacancies and absences</p> <p>Reputational damage to the Corporation.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	13-Aug-2022

Latest Note	<p>The current risk score remains as Amber 8. The new organisational structure has been confirmed and recruitment is underway. We have made good progress; this has required a considerable amount of investment in recruitment advertising. The risk will reduce as vacancies are filled with suitably qualified candidates - the target date has been set to the end of the year accordingly.</p>	19-Sep-2025
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Appendix 1

	Succession planning will be considered as part of future recruitment, ensuring adequate handover periods.	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso; Jonathan Meares; Charlotte Williams

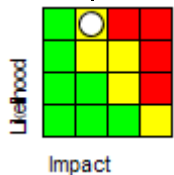
Associated Actions

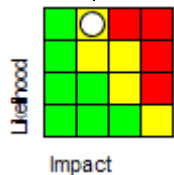
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 009b Recruit to vacant posts D 8002156	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is progressing well. It is hoped that the remaining vacancies will be filled by the end of 2025.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HWQP 009c Embed new structure	Embed new operational structure.	Support and training is being provided to existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities. This is an ongoing action. The due date shown is the date the action will next be reviewed.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025

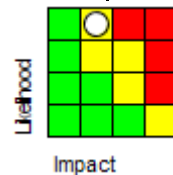
Risk Code	ENV-NE-HWQP 011
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Risk Title	<i>Tree event or failure</i>
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Description	<p>Cause: Large numbers of older, more vulnerable trees, especially at Highgate Wood which is an ancient woodland. These trees require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage; increased expense for the City of London.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	01-Feb-2023

Latest Note	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing Highgate Wood and Queen's Park in extreme weather conditions. Because the site is ancient woodland (400+ years old) within which there is a high percentage of old trees, the threshold for closure in extreme weather is lower than at Hampstead Heath. The Protocol will be reviewed by the end of March 2026.</p>	19-Sep-2025
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Appendix 1

	An annual review by external consultants of the North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward. Due to the increase in instances of tree failures, associated with ongoing climate change, we accept that we are unable to reduce this risk further than the current score of Amber 8 ('Likely/Serious'). The risk is kept under ongoing review and actions taken to maintain it at the current level, ensuring the safety of staff and site users.	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jonathan Meares

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-011a Tree Management Systems	Continue to comply with established tree management systems.	<p>A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away. The North London Open Spaces' (NLOS) Tree Team works across all NLOS sites.</p> <p>A tree failure database is maintained to record significant tree failures at Highgate Wood and Queen's Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.</p> <p>Expert staff are resident at the site and are, therefore, able to monitor tree condition on a</p>	19-Sep-2025	David Humphries; Jonathan Meares	31-Dec-2025

Appendix 1

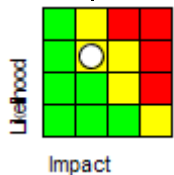
		continuous basis.			
ENV-NE-HWQP 011b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HWQP 004: Climate and Weather)	An Extreme Weather Protocol is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol will be reviewed by the end of March 2026.	19-Sep-2025	David Humphries; Jonathan Meares	31-Mar-2026
ENV-NE-HWQP 011c Annual tree management audit	Annual tree management audit carried out by external consultant	An annual review by external consultants of North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward.	19-Sep-2025	David Humphries; Jonathan Meares	31-Dec-2025
ENV-NE-HWQP 011d Tree Safety Policy	Review Divisional Tree Safety Policy	<p>The Natural Environment Division Tree Safety Policy sets out the requirements and processes that must be in place at all sites for proactive tree inspection programmes, based upon prioritisation criteria, and reactive inspections following incidents such as severe weather events. The Policy is based upon guidance issued by the National Tree Safety Group (NTSG) and has proven effective when tested following previous incidents.</p> <p>The Natural Environment Division's Tree Safety Group will review the Policy to check that it is being implemented fully across the Division and will amend the content as necessary to reflect any changes.</p> <p>The NTSG has now released revised guidance - the CoL was actively involved in</p>	19-Sep-2025	David Humphries; Jonathan Meares	31-Mar-2026

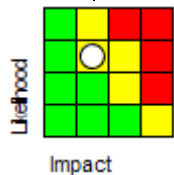
		the NTSG review and contributed to this new guidance. The Divisional Group will further review the Divisional Tree Safety Policy to ensure it aligns with the National Guidance.			
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Risk Code	ENV-NE-HWQP 003
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Risk Title	<i>Outbreak of fire in woodland / heathland</i>
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Description	<p>Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires, arson</p> <p>Event: Large-scale fire / increased frequency of fires.</p> <p>Effect: Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Decreasing

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	10-Aug-2015

Latest Note	<p>Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase.</p> <p>Members of staff have attended Vegetation Fire Foundation and Wildfire Management Plan training courses. A Fire Fogger has been purchased through the Carbon Removals Project and relevant staff have been trained on use of this equipment.</p> <p>A range of preventative actions are being undertaken. There were no significant fire events over the summer, and</p>	19-Sep-2025
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Appendix 1

<p>this along with the acquisition of, and training on, the additional equipment, has led to the risk being reduced to the target score of Amber 6 (possible / serious). The risk is now accepted at the new score as we cannot reduce it further, but actions will continue to be taken to maintain it at that level.</p> <p>The target date shown is the date of the next risk review.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Bill LoSasso; Jonathan Meares; Charlotte Williams

Associated Actions

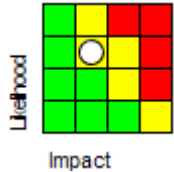
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
EIV-NE-WQP 003a Improve Fire Awareness 26/9/2025	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire Safety Plans cover wildfire/heath fires; they are reviewed annually and will be reviewed again before summer 2026. Funding secured by the Carbon Removals project team has enabled members of staff to receive training on Vegetation Fire Foundation and Wildfire Management Plans. A Fire Fogger has been purchased through the Carbon Removals Project and relevant staff have been trained on the use of this equipment. We remain in regular contact with the London Fire Brigade and arrange site visits when needed to obtain advice on fire prevention.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025

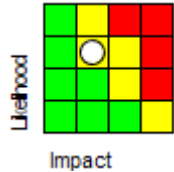
		The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.			
ENV-NE-HWQP Signage and messaging	Public information via signage and social media messaging.	Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message. This is an ongoing action - the due date shown is the date of the next review.	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025

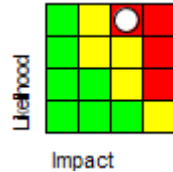
Risk Code	ENV-NE-HWQP 005
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Risk Title	<i>Negative impacts of pests and diseases</i>
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Description	<p>Cause: Inadequate biosecurity; purchase of infected trees, plants or animals; spread of windblown OPM (oak processionary moth) from adjacent sites; climate change.</p> <p>Event: Tree disease including Massaria, Ash dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.</p> <p>Effect: Service capability disrupted, public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	10-Aug-2015

Latest Note	<p>Environmental factors, specifically drought and hotter summers increase vulnerability of trees to pests and diseases. As these factors are beyond our control, we accept that we are unable to reduce this risk, but we will continue to keep the situation under review and take action to maintain the current score. The target date shown is the date the risk will next be reviewed.</p> <p>The threat of OPM across the North London Division is reducing. We now use almost entirely nature-based solutions to manage OPM.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p>	19-Sep-2025
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	<p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylella fastidiosa</i>.</p> <p>Sooty Bark Disease is becoming more common, due to warmer, drier summers.</p> <p>Staff continue to be vigilant and inspect for these and all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).</p> <p>Staff monitor reports of dead or injured birds across Highgate Wood and Queen's Park. Where appropriate, birds are tested for Avian Influenza.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jonathan Meares

Associated Actions

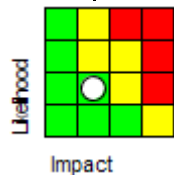
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 005a Tree and Plant Procurement	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action - the due date shown is the date the action will next be reviewed.	19-Sep-2025	Jonathan Meares	31-Dec-2025
ENV-NE-HWQP 005b OPM monitoring	Identification and treatment against Oak Processionary Moth.	The threat of OPM across the North London Division is reducing. We are now using almost entirely nature-based solutions for OPM management.	19-Sep-2025	Jonathan Meares	31-Dec-2025

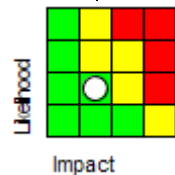
		<p>Staff remain vigilant for all tree pests and diseases.</p> <p>This is an ongoing action - the due date shown is the date the action will next be reviewed.</p>			
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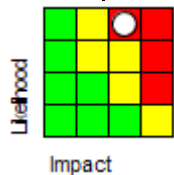
Risk Code	ENV-NE-HWQP 008
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Risk Title	<i>Negative impacts of development and encroachment</i>
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Description	<p>Cause: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities.</p> <p>Event: New houses, buildings or other developments on land affecting the sites.</p> <p>Effect: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.</p>
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Current Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	23-Jun-2016

Latest Note	<p>The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time. The target date shown is the date of the next review.</p> <p>We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Highgate Wood and Queen's Park and the wider Division.</p>	19-Sep-2025
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Appendix 1

Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Bill LoSasso; Jonathan Meares

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 008a Local Authority relationships	Maintain a close partnership with Planning Authorities. Assistant Director and Officers in contact with neighbouring local authorities in regard to planning issues which may impact the sites. Work collaboratively with local community and civic societies.	This is an ongoing action; the Division makes representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-2025
ENV-NE-HWQP 008b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	This is an ongoing action; we respond to planning issues as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-2025
ENV-NE-HWQP 008c Planning applications	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	This is an ongoing action; relevant planning applications are monitored and responded to as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-2025

Appendix 1

ENV-NE-HWQP 008d Engage planning consultant	Liaise with planning consultant.	Officers will contract with a planning consultant to support continued monitoring of development proposals surrounding Highgate Wood and Queen's Park.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-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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City of London Corporation Committee Report

Committee(s): Hampstead Heath, Highgate Wood & Queen's Park Committee	Dated: 21/10/2025
Subject: Operational Finance Progress Report 2025/26 (Quarter 1 April - June) – Highgate Wood & Queen's Park	Public report: For Information
This proposal: delivers Corporate Plan 2024-29 outcomes provides statutory duties	Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Executive Director Environment Chamberlain
Report author:	Niranjan Shanmuganathan, Chamberlain's Department

Summary

This report provides an update on the operational finance position as at period 3 (April – June) 2025/26 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 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, income and favourable variances are represented by brackets, whereas figures without brackets indicate expenditure or adverse variances.

Revenue Operating Budget – 2025/26

4. The latest budget for Highgate Wood & Queen's Park charity for 2025/26 currently amounts to £2.139m net expenditure. As at June 2025, actual net expenditure amounted to £418k, with a current forecast outturn for 2025/26 of £2.133m net expenditure. This amounts to a projected net underspend of (£6k), equivalent to 0.28% of total budget.
5. A summary of the latest revenue budget position for 2025/26 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 – June 2025

	Latest Budget £'000s	Actual Jun 2025 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Gross Expenditure	2,368	506	2,362	(6)	(0.25%)
Gross Income	(229)	(88)	(229)	0	0.00%
Net Expenditure	2,139	418	2,133	(6)	(0.28%)

Expenditure

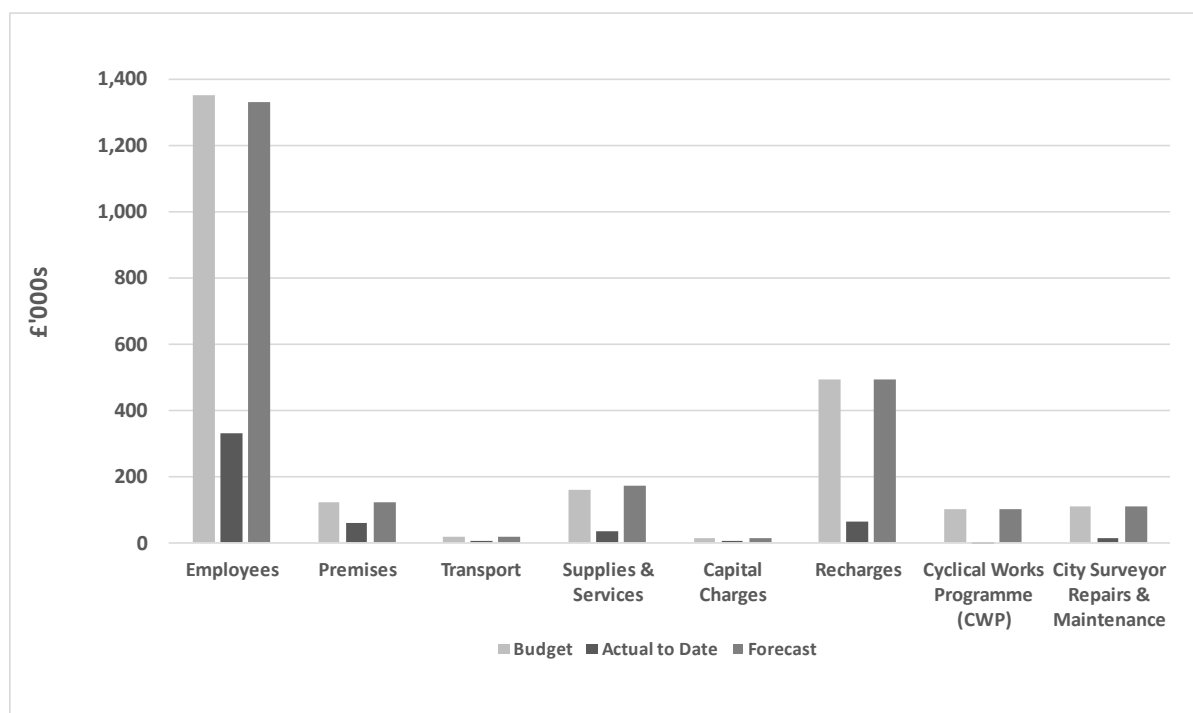
6. A breakdown and analysis of the latest gross expenditure position for 2025/26 is set out in Table 2 below:

Table 2 – Expenditure Summary – June 2025

	Latest Budget £'000s	Actual Jun 2025 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	1,668	427	1,662	(6)	(0.36%)
Recharges and Support Services	491	65	491	0	0.00%
City Surveyor Repairs and Maintenance	209	14	209	0	0.00%
Total Gross Expenditure	2,368	506	2,362	(6)	(0.25%)

7. As shown in Table 2, total gross expenditure to the end of June 2025 amounted to £506k, amounting to 21.37% of the total gross expenditure budget for 2025/26 of £2.368m. Graph 1 below also provides a graphical summary of the categories of expenditure incurred by the charity for April to June 2025 against 2025/26 Forecast Outturn.

Graph 1 – Expenditure Categories – April to June 2025



8. The charity is currently forecasting total gross expenditure for 2025/26 of £2.362m, a projected underspend of (£6k) 0.25% compared with a total gross expenditure budget of £2.368m. This underspend is primarily explained by the following:

- (£23k) staffing underspend due to delayed recruitment of operative ranger and conservation officer roles across both Highgate Wood and Queens's Park;
- This has been offset against £17k overspend due to essential spend required for fencing as well as the purchase of equipment and other materials for extensive repair works;

Income

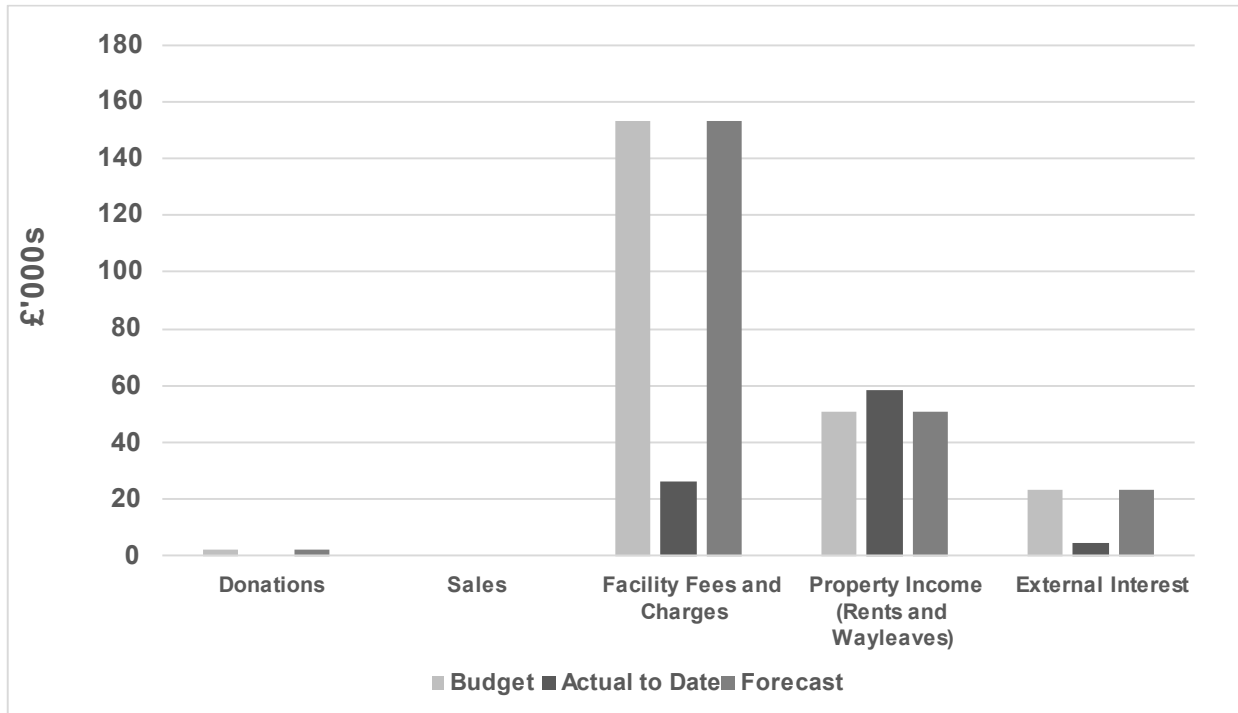
9. A breakdown and analysis of the latest gross income position for 2025/26 is set out in Table 3 below:

Table 3 – Income Summary — June 2025

	Latest Budget £'000s	Actual June 2025 £'000s	Forecast Outturn £'000s	Budget Variance £'000s	Variance %
Direct Operating Budgets	(229)	(88)	(229)	0	0.00%
Recharges and Support Services	0	0	0	0	0.00%
Total Gross Income	(229)	(88)	(229)	0	0.00%

10. As shown in Table 3, total income to the end of June 2025 amounted to (£88k), amounting to 38.64% of the total gross income budget to be achieved for 2025/26 of (£229k). Graph 2 below also provides a graphical summary of the categories of income generated by the charity for April to June 2025.

Graph 2 – Income Categories – April to June 2025



11. The charity is currently forecasting gross income for 2025/26 of (£229k), in line with a total gross income budget of (£229k) for the current financial year.

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	144,181	0	4,319	3,500
TOTAL QUEEN'S PARK	152,000	152,000	144,181	0	4,319	3,500

Outstanding Invoiced Debts

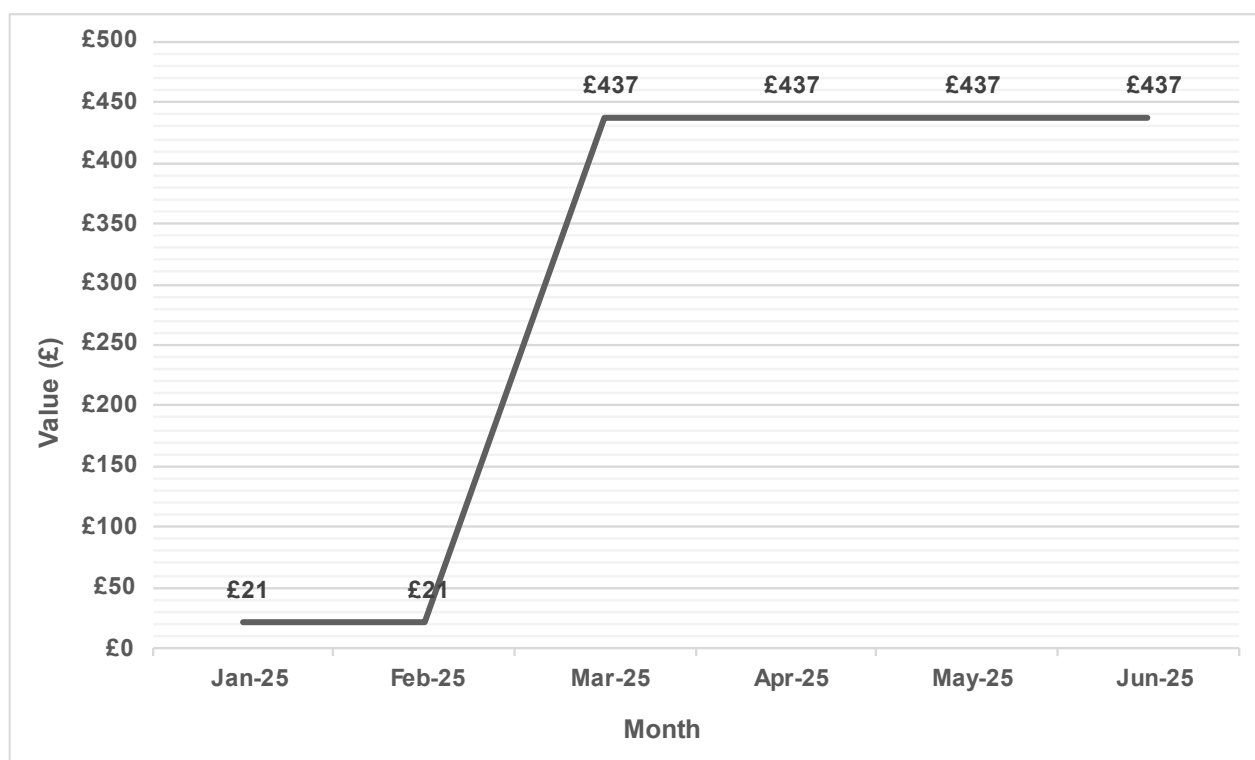
14. At the end of June 2025, total outstanding invoiced debt was £1,937. Table 5 analyses the current level of outstanding debt for the charity according to the age of the debt:

Table 5 – Analysis of Outstanding Invoiced Debts – June 2025

Age of Debt	Outstanding Debts	% of Total Debt Outstanding
0-30 Days	£535	27.61%
31-60 Days	£87	4.47%
61-90 Days	£592	30.58%
91-120 Days	£286	14.79%
121-365 Days	£436	22.55%
Over 365 Days	£0	0.00%
Total Outstanding Debts	£1,937	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 £436 in June 2025 associated with Highgate Wood Football Coaching Fees.

Graph 3 – Outstanding Debts Over 120 Days – January to June 2025



Charity Reserve Funds

16. Table 6 below provides a summary of the different reserves held by Highgate Wood & Queen's Park charity as at the end of June 2025, including movements in reserve funds since the start of 2025/26:
17. 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 2025/26 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 – June 2025

	Opening Balance 2025/26	Income	Expenditure	Current Balance
Unrestricted Funds	£200,134	£0	£0	£200,134
Designated Funds	£296,512	£0	£0	£296,512
Total	£396,416	£0	£0	£396,416

Contributions from City of London

18. The current funding model is for the charity's total net expenditure to be fully funded from City's Estate. This also includes the cost of any capital expenditure incurred during the year as well as any works managed under the CWP. It should be noted that any change to the amount of expenditure incurred or income generated over the course of the year will have an impact on the overall level of contribution from the City required by the charity at year end. The total contribution is therefore calculated based on the charity's **actual total net running costs for the year** in addition to any capital expenditure and CWP costs incurred during the year.
19. 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 2025/26. 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	2021/22	2022/23	2023/24	2024/25	2025/26 (Est.)
	£'000s	£'000s	£'000s	£'000s	£'000s
Gross Expenditure	1,294	1,338	1,728	2,268	2,214
Cyclical Works Expenditure	64	165	134	517	101
Capital Expenditure	0	0	46	54	7
Gross Income	(321)	(233)	(374)	(238)	(229)
Total Contribution from City of London	1,037	1,270	1,533	2,601	2,093

20. As can be seen from the Table 7, 2024/25 saw an increase in the contribution from City's Estate to Highgate Wood & Queen's Park charity compared with the previous year 2023/24. The increase in expenditure can be explained by an increase in employment costs following pay rises awarded to staff as well as additional expenditure incurred on fees and services, grounds maintenance and costs recharged from corporate departments. This can also be attributed to increased expenditure on CWP projects across all charities to meet the backlog of works for projects falling under the CWP
21. Table 7 also illustrates the reduced contribution projected to be provided from City's Estate for 2025/26. This decrease is explained by additional expenditure on works falling under CWP projects managed by the City Surveyor as part of the backlog of works being moved to the prior year in 2024/25.
22. Members should note that for 2025/26, both Epping Forest and West Ham Park have moved to a grant funded model with all other Natural Environment charities except for Keats House becoming grant funded from 2026/27. This will mean that each charity will receive a grant for its operational (local risk) activity with other elements of the charity's budgets continuing to be deficit funded for the time being.

Corporate & Strategic Implications

Strategic implications – none.

Financial implications – none.

Resource implications – none.

Legal implications – none.

Risk implications – none.

Equalities implications – none.

Climate implications – none.

Security implications – none.

Appendices

Appendix 1 – Highgate Wood & Queen's Park Charity – Revenue Operating Budget – 2025/26

Appendix 2 –Queen's Park Charity – Revenue Operating Budget – 2025/26

Appendix 3 – Highgate Wood & Queen's Park Charity - Reserve Funds – June 2025

Contact

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Highgate Wood - Operating Budget 2025/26

APPENDIX 1

FY 2024/25 Actuals £	Highgate Wood	Latest Budget 25/26 £	Actual to Date £	Outturn 2025/26 £	Variance from Latest Budget 2025/26	
					£	%
525,372	Direct Employees	589,000	143,183	581,000	(8,000)	-1%
2,084	Indirect Employees	1,000	291	1,000	0	0%
5,994	Repairs and Maintenance	2,000	0	2,000	0	0%
17,474	Energy Costs	15,000	-663	15,000	0	0%
26,258	Rates/Council Tax	23,000	43,644	23,000	0	0%
9,535	Water Services	6,000	204	6,000	0	0%
4,898	Cleaning and Domestic Supplies	4,000	540	4,000	0	0%
532	Grounds Maintenance Costs	7,000	0	7,000	0	0%
64,691	Premises	57,000	43,724	57,000	0	0%
1,196	Transport	1,000	2,461	1,000	0	0%
141,220	Supplies and Services	46,000	19,508	50,000	4,000	9%
0	Transfer to Reserve	0	0	0	0	0%
734,563	Total Expenditure (Local Risk)	694,000	209,167	690,000	(4,000)	-1%
(56,850)	Grants & Contributions	0	0	0	0	0%
(14,642)	Fees and charges	(42,000)	(14,273)	(42,000)	0	0%
(37,875)	Rents, tithes etc	(39,000)	(13,505)	(39,000)	0	0%
(109,367)	Total Income (Local Risk)	(81,000)	(27,779)	(81,000)	0	0%
625,196	Total Net Expenditure - Local Risk	613,000	181,388	609,000	(4,000)	-0.65%

	Central Risk					
(6,844)	External Interest	(5,000)	0	(5,000)	0	0%
(6,844)	Total Income (Central Risk)	(5,000)	0	(5,000)	0	0%
(6,844)	Total Net Expenditure - Central Risk	(5,000)	0	(5,000)	0	0%

	Recharges Support Services					
49,000	Support Services	57,000	12,000	57,000	0	0%
17,000	Surveyors' Employee Recharge	12,000	3,000	12,000	0	0%
24,000	IT Recharge	27,000	6,000	27,000	0	0%
2,908	Premises Insurance	3,000	2,556	3,000	0	0%
2,082	Liability Insurance	1,000	519	1,000	0	0%
94,990	Total Support Services	100,000	24,075	100,000	0	0%
103,609	Recharges Within Fund (Nat Env Directorate)	112,000	0	112,000	0	0%
198,598	Total Expenditure (Recharges)	212,000	24,075	212,000	0	0%
198,598	Total Net Expenditure - Recharges	212,000	24,075	212,000	0	0%

280,274	City Surveyor's - Cyclical Works Programme	101,000	-260	101,000	0	0%
45,605	City Surveyor's Repairs and Maintenance	55,000	19,472	55,000	0	0%
206	City Surveyor's Cleaning and Pest Control	0	0	0	0	0%
45,811	City Surveyor's - Facilities Management	55,000	19,472	55,000	0	0%

1,143,036	Total Net Expenditure	976,000	224,675	972,000	(4,000)	-0.41%
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Queen's Park - Operating Budget 2025/26

APPENDIX 2

FY 2024/25 Actuals £	Queen's Park	Latest Budget 2025/26 £	Actual to Date £	Outturn 2025/26 £	Variance from Latest Budget 2025/26	
					£	%
626,238	Direct Employees	755,000	185,775	740,000	(15,000)	-2%
9,082	Indirect Employees	7,000	395	8,000	1,000	14%
-2,585	Repairs and Maintenance	0	0	0	0	0%
8,466	Energy Costs	13,000	280	13,000	0	0%
5,597	Rates/Council Tax	6,000	7,250	6,000	0	0%
5,189	Water Services	12,000	3,679	12,000	0	0%
11,073	Cleaning and Domestic Supplies	10,000	4,422	10,000	0	0%
70,592	Grounds Maintenance Costs	24,000	787	26,000	2,000	8%
98,333	Premises	65,000	16,419	67,000	2,000	3%
375	Transport	18,000	8	18,000	0	0%
90,500	Equipment, Furniture and Materials	63,000	6,391	75,000	12,000	19%
29,075	Fees and Services	33,000	5,968	31,000	(2,000)	-6%
8,997	Other	18,000	2,937	18,000	0	0%
128,572	Supplies and Services	114,000	15,296	124,000	10,000	9%
62,696	Transfer to Reserve	0	0	0	0	0%
925,296	Total Expenditure (Local Risk)	959,000	217,893	957,000	(2,000)	0%
106	Other Contributions (incl. donations)	(2,000)	0	(2,000)	0	0%
0	Sales	0	0	0	0	0%
(99,978)	Facilities	(111,000)	(11,624)	(111,000)	0	0%
(2,120)	Other Fees and Charges	(12,000)	(44,587)	(12,000)	0	0%
(19,500)	Rents etc	(18,000)	(4,500)	(18,000)	0	0%
(121,493)	Total Income (Local Risk)	(143,000)	(60,711)	(143,000)	0	0%
803,804	Total Net Expenditure - Local Risk	816,000	157,182	814,000	(2,000)	-0.25%
	Central Risk					
15,430	Supplies and Services	0	27	0	0	0%
13,936	Capital Charges	15,000	0	15,000	0	0%
38,226	Transfer to Reserves	0	0	0	0	0%
67,593	Total Expenditure (Central Risk)	15,000	27	15,000	0	0%
(38,226)	Other Contributions	0	0	0	0	0%
(38,226)	Total Income (Central Risk)	0	0	0	0	0%
29,366	Total Net Expenditure - Central Risk	15,000	27	15,000	0	0%

	<u>Recharges</u>					
	<u>Support Services</u>					
69,000	Support Services	80,000	21,000	80,000	0	0%
6,000	Surveyors' Employee Recharge	4,000	0	4,000	0	0%
49,000	IT Recharge	54,000	15,000	54,000	0	0%
4,596	Premises Insurance	5,000	3,532	5,000	0	0%
429	Engineering Insurance	0	122	0	0	0%
415	Transport Insurance	0	104	0	0	0%
4,208	Liability Insurance	3,000	1,048	3,000	0	0%
133,648	Total Support Services	146,000	40,806	146,000	0	0%
131,989	Recharges Within Fund (Natural Environment Directorate)	133,000	0	133,000	0	0%
265,637	Total Expenditure (Recharges)	279,000	40,806	279,000	0	0%
265,637	Total Net Expenditure - Recharges	279,000	40,806	279,000	0	0%

236,649	City Surveyor's - Cyclical Works Programme	0	0	0	0	0%
108,452	City Surveyor's Repairs and Maintenance	53,000	(5,121)	53,000	0	0%
646	City Surveyor's Cleaning and Pest Control	0	0	0	0	0%
109,098	City Surveyor's - Facilities Management	53,000	-5,121	53,000	0	0%
1,444,555	Total Net Expenditure	1,163,000	192,895	1,161,000	(2,000)	-0.17%

Charity Funds - June 2025

	Opening Balance 2025/26 £'s	Income £'s	Expenditure £'s	Gains, (Losses) & Transfers £'s	Closing Balance 2025/26 £'s
Highgate Wood & Queen's Park					
Restricted Funds:	0	0			0
Unrestricted Funds:					
General funds	200,134				200,134
Designated (Unrestricted Fund):					
Water Play Feature Project	62,696				62,696
Furniture & Equipment	133,586				133,586
Land & Buildings	100,230				100,230
Total Highgate Wood & Queen's Park	396,416	0	0	0	396,416

Notes:

Please note that the external audit of the 2024/25 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 & Queen's Park Committee	Dated: 21/10/2025
Subject: Draft Highgate Wood and Queen's Park Kilburn Annual Report and Financial Statements for the year ended 31 March 2025	Public report: For Information
This proposal: delivers Corporate Plan 2024-29 outcomes provides statutory duties	Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Executive Director Environment Chamberlain
Report author:	Niranjan Shanmuganathan, Chamberlain's Department

Summary

A draft version of the Trustee's Annual Report and Financial Statements for the year ended 31 March 2025 for Highgate Wood and Queen's Park Kilburn (charity registration number 232986) are presented for information in the format required by the Charity Commission.

Recommendation(s)

It is recommended that the draft version of the Trustee's Annual Report and Financial Statements for the 2024/25 Financial Year be noted.

Main Report

1. A draft copy of the Trustee's Annual Report and Financial Statements for the Highgate Wood and Queen's Park Kilburn charity are presented for information to your Committee. This provides an opportunity for Members to review and comment on the latest draft of the Annual Report and Financial Statements before the document is filed with the Charity Commission ahead of the regulatory deadline of 31 January 2026.
2. Members should note that the Annual Report and Financial Statements is currently in draft format and has not yet been signed by either the Trustee or the charity's external auditors, Crowe U.K. LLP and is therefore subject to change. It should also be noted that the draft Annual Report and Financial Statements is also being reviewed by the Comptroller and City Solicitor and other stakeholders and so further changes may be required to the document. A final version of the

Annual Report and Financial Statements will be made available to Members once this has been filed with the Charity Commission.

3. Members may also wish to note that the Trustee's Annual Report and Financial Statements for 2024/25 is subject to approval by Finance Committee on behalf of the Trustee in line with the arrangements in place for other charities in which the City is trustee.
4. The information contained within the draft Annual Report and Financial Statements has already been presented to your Committee via the outturn report on 166 July 2025.

Corporate & Strategic Implications

Strategic implications – none.

Financial implications – none.

Resource implications – none.

Legal implications – none.

Risk implications – none.

Equalities implications – none.

Climate implications – none.

Security implications – none.

Appendices

- Appendix 1 – Draft Highgate Wood and Queen's Park Kilburn Annual Report and Financial Statements for the year ended 31 March 2025

Niranjan Shanmuganathan
Chamberlain's Financial Services Division

E: niranjan.shanmuganathan@cityoflondon.gov.uk

Highgate Wood and Queen's Park Kilburn

Annual Report and Financial Statements for the
year ended 31 March 2025

Charity registration number 232986

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ORIGINS OF THE CHARITY

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

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

TRUSTEE'S ANNUAL REPORT

STRUCTURE AND GOVERNANCE

GOVERNING DOCUMENTS

The governing document is the Highgate and Kilburn Open Spaces Act 1886. The charity is constituted as a charitable trust.

GOVERNANCE ARRANGEMENTS

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

Members of the Court of Common Council are elected by the electorate of the City of London and are unpaid for support provided to the Charity. The Key Committees which had responsibility for directly managing matters related to the charity during 2024/25 were as follows:

- **Policy and Resources Committee** – responsible for allocating resources and administering the charity.
- **Investment Committee** – responsible for the strategic oversight and monitoring of the performance of the charity's investments which are managed by three separate sub-committees, namely the Financial Investment Board, the Property Investment Board and the Social Investment Board.
- **Finance Committee** – responsible for controlling budgets, support costs and other central charges that affect the charity as a whole.
- **Audit and Risk Management Committee** – responsible for overseeing systems of internal control and making recommendations to the Finance Committee relating to the approval of the Annual Report and Financial Statements of the charity.
- **Hampstead Heath, Highgate Wood and Queen's Park Committee** - responsible for the activities undertaken at Highgate Wood and Queen's Park Kilburn, approving budget allocations for the forthcoming year and acting as Trustee of the charity.

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

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

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

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

ORGANISATIONAL STRUCTURE AND DECISION-MAKING PROCESS

The charity is administered in accordance with its governing instruments and the City Corporation's own corporate governance and administration framework, including Committee Terms of Reference, Standing Orders, Financial Regulations and Officer Scheme of Delegations. These governance documents can be obtained via a request to the email address stated on page 34.

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

Highgate Wood and Queen's Park Kilburn is currently part of the Environment Department, a department within the City of London.

INDUCTION AND TRAINING OF MEMBERS

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

OBJECTIVES AND ACTIVITIES

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

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

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

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

Investment Policy

The charity's investments are held in units of the City of London Charities Pool (registered charity 1021138). The investment policy is to provide a real increase in annual income in the long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool (which include an analysis of investment performance against objectives set) are available from the Chamberlain of London, at the email address stated on page 34.

Volunteers

Volunteering hours are estimated at 602 hours (2023/24: 450 hours) at Highgate Wood and 100 hours (2023/24: 360 hours) hours at Queen's Park which combine conservation activities delivered in collaboration with our partner organisation Heath Hands, and ecological monitoring by individual local residents.

Remuneration Policy

The charity's senior staff are employees of the City Corporation, and alongside all staff, pay is reviewed annually. The City Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As

part of this commitment, staff are regularly appraised and, subject to performance, eligible for the payment of recognition awards.

The above policy applies to staff within the charity's key management personnel, as defined within note 8 to the financial statements.

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

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

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

Fundraising

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. The legislation defines fundraising as "soliciting or otherwise procuring money or other property for charitable purposes". Although Highgate Wood and Queen's Park Kilburn charity does not undertake widespread fundraising from the general public, any such amounts receivable are presented in the financial statements as "voluntary income" including grants.

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

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

The charity has received nil complaints in relation to fundraising activities in the current year (2023/24: nil). Individuals are not approached for funds, hence the charity does not consider it necessary to design specific procedures to monitor such activities.

Public benefit statement

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

Consequently, the Trustee considers that Highgate Wood and Queen's Park Kilburn operates to benefit the general public and satisfies the public benefit test.

REFERENCE AND ADMINISTRATIVE DETAILS

The administrative details of the charity are stated on page 34.

ACHIEVEMENTS AND PERFORMANCE

The aims for 2024/25 for Highgate Wood were:

Continue the work of nature recovery and the protection of the ancient woodland and its soil.

The Highgate Wood Team have continued their work protecting currently enclosed conservation areas and creating new enclosures to control access to heavily compacted soil and protect tree rooting zones. This work is also supported by Heath Hands Volunteers.

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

This work has been rescheduled and will be taking place during the period 2025 to 2026.

Continue to work collaboratively with the Friends of Highgate Roman Kiln on the project.

This project has progressed well with the actual 1st Century AD restored kiln artefact returned to Highgate Wood and installed in the education building on site. The return of the kiln coincided with Highgate Wood's Community Heritage day event in September 2024, and visitors were able to watch a replica Roman kiln being fired close to the education building as part of the event's activities. The refurbishment of the Information Centre will take place during the next financial year.

Carry out repairs to the Highgate Wood play area rubberised bark safety surface which have been identified in recent play area inspections.

Works to the play area were successfully completed at the end of March 2025, with 180 metres² of safety surface replaced and new timber edging installed.

Continue to implement the 2018 to 2028 Woodland Management Plan.

The Highgate Wood Woodland Management Plan continues to guide the team in woodland conservation and the selection of future conservation areas.

Prioritise the renewal of the 2013 to 2023 Highgate Wood Conservation Management Plan.

A new Management Plan for Highgate Wood was completed and approved in January 2025, in time for Green Flag and Green Heritage application for 2025. Officers worked with external consultants on the development of the new 10-year management plan for the Wood, consulting with local groups and stakeholders. This was accepted by committee earlier this year and outlines the short, medium and long-term objectives at Highgate Wood.

The aims for 2024/25 for Queen's Park were:

Complete a renewal of the Queen's Park Management Plan

Officers worked with external consultants on the development of the new 10-year management plan for the Park, consulting with local groups and stakeholders. This was accepted by committee earlier this year and outlines the short, medium and long-term objectives at the Park.

To increase the annual income generation through sports and rent.

Fees and charges were reviewed with changes implemented to increase annual income; we are not able to report on the increase of income generated at this moment.

Explore the feasibility of implementing the potential projects that were consulted upon in 2023, which do not currently have funding or officer capacity to implement.

Surveying and monitoring of the area is being undertaken for the Woodland Walk. Soil compaction is being monitored and trees surveyed, categorised and plotted. We are identifying compacted areas from footfall, and are assessing path networked and recover zones, with habitats and vulnerable areas enclosed for natural regeneration. This project will continue into the next fiscal year.

The Sandpit Project was completed in this fiscal year, with an event held as part of Queen's Park Day for the official re-opening. The Paddling Pool project has been listed separately.

Work with the conservation team, tree team and head gardener to improve the grounds conditions and habitat, continuing with the veteran tree program and managing areas of wildflower meadow.

These works are ongoing in the Park, as part of its continual management. The teams worked together in continuance of this work at Queen's Park.

Refurbishment of toilet facilities after vandalism.

The refurbishment of the toilet block was completed in November 2024.

Review paddling pool operations for 2025 season.

A full review was undertaken, quotes received, and reports presented to HHHWQP committee and approval given in May 2025. This has been approved, and the project will continue into 2025/26.

Review exercise equipment within the park.

Review took place in 2024/25 and an annual ROSPA inspection will now include the Trim Trail. ROSPA inspection is booked for October 2025.

Aims for 2024/25 for both Highgate Wood and Queen's Park were:

Maintain Green Flag Award and Green Heritage Accreditation for 2024/25.

Highgate Wood and Queen's Park successfully attained Green Flag and Green Heritage Award for 2024/25.

Contribute towards the City Corporation Climate Action Strategy by achieving carbon net zero by 2027

Continuing work in this effort, for HW continued conservation work of ancient woodland as an important carbon sink. For QP - grassland management, converting amenity grass into wild meadow, helping to improve soil health and biodiversity.

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

This has been delayed and will be progressed during 2025/26.

PLANS FOR FUTURE PERIODS

The proposed overarching priorities which will guide all of our objectives and activities from April 2025 are:

Highgate Wood

- Continue the work of nature recovery and the protection of the ancient woodland and its soil.
- Continue to work on an ecological monitoring programme of the impact of visitors, with volunteers from Heath Hands.
- Continue to work collaboratively with the Friends of Highgate Roman Kiln on the project.
- Continue to implement the 2018 to 2028 Woodland Management Plan.
- Cafe retendering – complete during 2025/26.
- 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.
- Continue the notice board replacement programme from 2023/24.
- Apply and be successful in Green Flag and Green Heritage Award.

Queen's Park

- Apply and be successful in Green Flag, London in bloom and Green Heritage Award
- To focus on renovation and promote the Pitch-n-Putt course to increase use and generate more income.
- Woodland Walk project: to continue to survey, maintain and protect the existing Woodland Walk.
- Water play facility: carry out fundraising campaign to obtain required funding to enable the installation of water play feature.
- Review of playground equipment and locations of exercise equipment within the park.
- Carry out 12-month inspection of Sandpit project.
- Signage audit and review - continue to review and renew signage across the Park.

Both Highgate Wood and Queen's Park.

- Maintain Green Flag Award and Green Heritage Accreditation for 2024/25.
- Contribute towards the City Corporation Climate Action Strategy by achieving Net zero by 2027
- Review the Café retendering programme with a review of income generation and market values.
- Achieve budgeted income and expenditure targets for Highgate Wood and Queen's Park Kilburn Charity.
- Ensure year 1 objectives of the 10-year management plans have been achieved.

FINANCIAL REVIEW

Overview of Financial Performance

Income

In 2024/25 the charity's total income for the year was £2,850,184 an overall increase of £1,003,289 against the previous year (£1,846,895). This variation was largely due to an increase in expenditure compared to the previous year and therefore a larger grant was received from the City of London to fund the deficit.

Income from Charitable Activities comprised £116,740 from fees charged (2023/24: £169,990) and £57,375 from rents (2023/24: £61,161).

Unrestricted donations received were £256 (2023/24: £4,148). The charity also received £68,127 in restricted contributions towards the Roman Kiln Project (2023/24: £27,597).

An amount of £2,600,842 (2023/24: £1,533,369) was received from the City of London Corporation's City's Estate as a contribution towards the running costs of the charity.

Expenditure

Total expenditure for the year was £2,763,197 (2023/24: £1,771,783) all of which related to charitable activities. The increase in expenditure can be explained by an increase in employment costs following an alteration to staff time allocations across the charity, in addition to an increase in spending on equipment and materials compared to the previous year.

Funds held

The charity's total funds held increased by £100,490 to £496,646 as at 31 March 2025 (2023/24: £396,156).

The charity's designated funds consist of unrestricted income funds which the Trustee has chosen to set aside for specific purposes. Such designations are not legally binding, and the Trustee can decide to "undesignate" these funds at any time. Designations as at 31 March 2025 totalled £296,512 (2023/24: £209,526). These represent the net book value of fixed assets held and the 2023/24 budget surplus of £62,696 (2023/24 £nil) designated for the Water Play Feature project.

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

Investments performance

Over the course of 2024/25 the Charities Pool investment strategy delivered an absolute return (gross of fees) of +11.44% which was above the FTSE All Share Index benchmark return of +10.46% (2023/24: the investment strategy gained +14.18% versus +8.43% from the benchmark). Over the longer term three and five year horizon, the Charities Pool continues to outperform the FTSE All Share Index as shown in the table below. The Charities Pool invests in the Artemis Income

(Exclusions) Fund, which is an unconstrained, multi-cap strategy that aims to generate a rising income stream combined with long-term capital growth. The Fund invests in UK equities, and can also hold international equities and bonds. Shares in companies that derive more than 20% of their revenues from tobacco, gambling, weapons and fossil fuels are excluded.

Finance Review:

	2024/25		2023/24	
	3 year	5 year	3 year	5 year
Fund	9.2%	13.6%	9.0%	7.6%
FTSE All Share	7.2%	12.0%	8.1%	5.4%
Fund outperformance	1.9%	1.5%	1.0%	2.2%

Reserves

The charity receives significant support from the City of London Corporation which is committed to contributing as necessary to the funds of the charity; it does so out of its City's Estate Funds. These Funds are used to meet the deficit on running expenses on a year by year basis. Consequently, a reserves policy is considered by the trustee to be inappropriate. The charity held free reserves of £200,134 at 31 March 2025, funds which will be used by the charity to further its objects, and which will be factored into financial plans.

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

Principal Risks and Uncertainties

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

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

Risk	Actions to manage risks
Decline in condition of assets	Structures are kept under regular review to ensure they remain safe and in usable condition. Officers work closely with colleagues in the City of London's City Surveyor's Department to identify repair and maintenance needs and arrange for works to be undertaken. A full review of built assets has been undertaken.

Impacts of anti-social behaviour on staff and site	<p>Enforcement partnerships with relevant local agencies and partners are ongoing, with supplemental security resource provided where necessary.</p> <p>Social media messaging, press releases, signage, and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate.</p> <p>Processes are in place to tackle abuse of staff as well as conflict management training for front-line employees.</p>
Work related stress	<p>Work is underway to identify additional funding to increase staff resource.</p> <p>Staff rotas are being reviewed to update schedules and identify staffing gaps.</p> <p>Ongoing liaison with HR and the Occupational Health service enables the provision of appropriate support to staff.</p>
Budget Pressures	<p>The budget position is kept under regular review.</p> <p>Income generation opportunities are sought and developed.</p>
Adverse impacts of extreme weather and climate change	<p>Extreme weather event warnings are monitored and managed. This includes MET Office Storm and Flood Alerts and the Fire Severity Index.</p> <p>An Emergency Action Plan is in place and kept under regular review.</p> <p>Sites are closed during extreme weather events such as high winds, lightning/storms or flooding.</p>
Negative impacts of visitor pressure	<p>A range of ongoing actions are undertaken to mitigate the impacts of visitor pressure including:</p> <p>Surveys to monitor visitor numbers and evaluate environmental impacts; educational and messaging campaigns encouraging responsible use of the site; programmed restoration work; regular Ranger and Constable activity; temporary closure of severely affected areas to enable recovery.</p>
Outbreak of fire in woodland/heathland	<p>Fire Safety Plans are in place and are reviewed annually.</p> <p>An Emergency Action Plan is reviewed and updated annually and/or after an emergency event.</p> <p>Signage and social media messaging reminds visitors not to light fires or barbecues.</p> <p>Staff receive appropriate training on fire prevention and response.</p>
Risk to health and safety	<p>Proactive Health and Safety management is in place, including appropriate procedures, audits, inspections, communications and staffing.</p> <p>Staff receive training in H&S awareness, compliance and to ensure they are fully aware of their responsibilities.</p>
Recruitment of suitable staff	<p>Recruitment to vacant posts is progressing.</p>

	Support and training are provided to existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.
Tree event or failure	Robust tree management systems are in place, including regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly. An Extreme Weather Protocol includes criteria for closing Highgate Wood and Queen's Park in extreme weather conditions.
Negative impacts of pests and diseases	Staff continue to be vigilant and inspect for all tree pest and diseases. Tree provenance is considered with planting stock sourced and used in accordance with best practice.

TRUSTEE RESPONSIBILITIES

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

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

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

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

In so far as the Trustee is aware:

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

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

Adopted and signed for on behalf of the Trustee.

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

Andrien Gereith Dominic Meyers
Deputy Chairman of Finance
Committee of The City of London
Corporation, Guildhall, London

Guildhall, London

29 January 2025

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

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STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted Funds £	Restricted Funds £	2024/25 Total Funds £	2023/24 Total Funds £
Income from:					
Voluntary activities	2	256	68,127	68,383	76,745
Charitable activities	3	174,115	-	174,115	231,151
Grant from City of London Corporation	4	2,600,842	-	2,600,842	1,533,369
Investments	5	6,844	-	6,844	5,630
Total income		2,782,057	68,127	2,850,184	1,846,895
Expenditure on:					
Charitable activities:					
Maintenance and preservation of Highgate Wood and Queen's Park Kilburn	6	2,695,070	68,127	2,763,197	1,771,783
Total expenditure		2,695,070	68,127	2,763,197	1,771,783
Net (loss) / gain on investments	11	13,503	-	13,503	16,649
Net (expenditure)/income and net movement in funds		100,490	-	100,490	91,761
Reconciliation of funds:					
Total funds brought forward	15	396,156	-	396,156	304,395
Total funds carried forward	15	496,646	-	496,646	396,156

All of the above results are derived from continuing activities.

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

The notes on pages 22 to 33 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 Total £	2024 Total £
Fixed assets:			
Tangible assets	10	233,816	209,526
Investments	11	199,734	186,231
Total fixed assets		433,550	395,757
Current assets			
Debtors	12	83,022	109,129
Cash at bank and in hand		162,151	7,714
Total current assets		245,173	116,843
Creditors: Amounts falling due within one year	13	(182,077)	(116,444)
Net current assets/(liabilities)		63,096	399
Total assets less current liabilities		496,646	396,156
Total net assets		496,646	396,156
The funds of the charity:			
Restricted income funds	15	-	-
Unrestricted income funds	15	496,646	396,156
Total funds		496,646	396,156

The notes on pages 22 to 33 form part of these financial statements

Approved and signed on behalf of the Trustee.

Caroline Al-Beyerty

Chamberlain of London

XX January 2026

NOTES TO THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

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

(a) Basis of preparation

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

(b) Going concern

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

In making this assessment, the Trustee has considered the financial position, including future income levels, planned expenditure and the liquidity of the charity over the next 12-month period. This assessment helps to provide assurances that the charity can continue to keep operating over the next 12-month period. For this reason, the Trustee continues to adopt a going concern basis for the preparation of the financial statements.

(c) Key management judgements and assumptions

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

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

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

(d) Statement of Cash Flows

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

A Statement of Cash Flows is included within the City's Estate Annual Report and Financial Statements 2025 which is publicly available at www.cityoflondon.gov.uk.

(e) Income

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

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

(f) Expenditure

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

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

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

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

(g) Pension costs

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefit

scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Estate and Bridge House Estates) or the trusts it supports.

The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £2.7m at 31 March 2025 (£49.9m as at 31 March 2024). Since any net deficit is apportioned between the financial statements of the City of London's three main funds, the charity's Trustee does not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in these financial statements.

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

(h) Taxation

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

(i) Fixed Assets

Heritage Land and Associated Buildings

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

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

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

Tangible fixed assets

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

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

(j) Investments

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

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

(k) Cash

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

(l) Funds structure

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

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

Unrestricted income funds – these funds can be used in accordance with the charitable object at the discretion of the Trustee and include both income generated by assets held representing unrestricted funds. Specifically, this represents any surplus of income over expenditure for the charity which is carried forward to meet the requirements of future years, known as free reserves.

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

(m) Insurance

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

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

2. INCOME FROM VOLUNTARY ACTIVITIES

	Unrestricted funds	Restricted income funds	Total 2024/25	Unrestricted funds	Restricted income funds	Total 2023/24
	£	£	£	£	£	£
Donations and legacies	256	-	256	4,148	-	4,148
Contributions	-	68,127	68,127	-	72,597	72,597
Total	256	68,127	68,383	4,148	72,597	76,745

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2024/25	Unrestricted funds 2023/24
	£	£
Charges for use of facilities	116,740	169,990
Rental income	57,375	61,161
Total	174,115	231,151

4. INCOME FROM THE CITY OF LONDON CORPORATION

	Unrestricted funds 2024/25	Unrestricted funds 2023/24
	£	£
Revenue and capital grant from City of London Corporation	2,600,842	1,533,369

5. INCOME FROM INVESTMENTS

	Unrestricted funds 2024/25	Unrestricted funds 2023/24
	£	£
Investment income	6,844	5,630

Income for the year included:

Voluntary activities – relating to income received for the Roman Kiln Project, from Friends of Highgate Roman Kiln. Also, donations received from the public.

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

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

6. EXPENDITURE

	Direct costs £	Support costs £	Total 2024/25 £	Direct costs £	Support costs £	Total 2023/24 £
Maintenance and preservation of Highgate Wood and Queen's Park Kilburn	2,283,531	479,666	2,763,197	1,446,622	325,161	1,771,783

Charitable activity

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

Auditor's remuneration and fees for other services

Crowe U.K. LLP are the auditors of the City of London's City's Estate Fund and provide assurance services to all of the different charities of which it is Trustee. In 2024/25 an audit fee of £15,430 was recharged (2023/24: £6,930). No other services were provided to the charity by its auditors during the year (2023/24: £nil).

7. SUPPORT COSTS

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

	Charitable activities £	Governance £	2024/25 £	2023/24 £
Department:				
Chamberlain	39,262	-	39,262	27,411
Town Clerk	-	62,945	62,945	41,254
City Surveyor	38,793	-	38,793	37,553
Natural Environment directorate	235,598	-	235,598	117,424
Other governance & support costs	14,638	15,430	30,068	19,217
Digital Services	73,000	-	73,000	82,302
Sub-total	401,291	78,375	479,666	325,161
Reallocation of governance costs	78,375	(78,375)	-	-
Total	479,666	-	479,666	325,161

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

8. DETAILS OF STAFF COSTS

All staff that work on behalf of the charity are employed by the City Corporation. The average number of people directly undertaking activities on behalf of the charity during the year was 29 (2023/24:15).

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

	2024/25 £	2023/24 £
Salaries and wages	886,180	620,795
National Insurance costs	93,229	55,186
Employer's pension contributions	172,200	97,977
Total emoluments of employees	1,151,609	773,958

The number of directly charged employees whose emoluments (excluding employer's pension contribution and national insurance contribution) for the year were over £60,000 was nil (2023/24: nil):

Remuneration of Key Management Personnel

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

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

The amount of employee benefits received by key management personnel totalled £12,281 (2023/24: £8,124). No members received any remuneration, with directly

incurred expenses reimbursed, if claimed. Expenses totalling £nil were claimed in 2024/25 (2023/24: £nil).

9. HERITAGE ASSETS

Since 1886 the primary purpose of the charity has been the preservation of Highgate Wood and Queen's Park Kilburn for the recreation and enjoyment of the public. As set out in Note 1(i), the original heritage land and buildings are not recognised in the Financial Statements. Policies for the preservation and management of Highgate Wood and Queen's Park Kilburn are contained in the Highgate Wood Conservation Management Plan 2025-2035 and Queen's Park Kilburn Conservation Management Plan 2025-2035. Records of heritage assets owned and maintained by Highgate Wood and Queen's Park Kilburn can be obtained from the Executive Director of Environment at the principal address as stated on page 34.

10. TANGIBLE FIXED ASSETS

	Land and Buildings	Infrastructure	Furniture and Equipment	Total
	£	£	£	£
Cost				
At 1 April 2024	166,388	257,130	105,955	529,473
Additions	-	-	38,226	38,226
Disposals	-	-	-	-
At 31 March 2025	166,388	257,130	144,181	567,699
Depreciation				
At 1 April 2024	62,817	257,130	-	319,947
Charge for the year	3,341	-	10,595	13,936
At 31 March 2025	66,158	257,130	10,595	333,883
Net book value				
At 31 March 2025	100,230	-	133,586	233,816
At 31 March 2024	103,571	-	105,955	209,526

11. FIXED ASSET INVESTMENTS

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

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

	2025	2024
	£	£
Market value 1 April	186,231	169,582
Gain / (loss) for the year	13,503	16,649
Market value 31 March	199,734	186,231
Cost 31 March	107,254	107,254
Units held in Charities Pool	18,728	18,728

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

	Held	Total at 31	Held		
	Held in the	outside the	March	Held in the	outside the
	UK	UK	2025	UK	UK
	£	£	£	£	£
Equities	11,185	180,000	191,185	156,695	20,392
Pooled Units	6,132	-	6,132	6,946	-
Cash held by Fund Manager	2,417	-	2,417	2,198	-
Total	19,734	180,000	199,734	165,839	20,392

12. DEBTORS – AMOUNTS DUE WITHIN ONE YEAR

	2025	2024
	£	£
Rental debtors	15,244	18,106
Prepayments and accrued income	7,881	6,437
Recoverable VAT	62,637	41,886
Other debtors	(2,740)	42,700
Total	83,022	109,129

13. CREDITORS – AMOUNTS DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	85,580	8,770
Accruals	30,905	79,689
Deferred income	15,800	4,502
Other creditors	49,792	23,483
Total	182,077	116,444

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

	2025 £	2024 £
Deferred income analysis within creditors:		
Balance at 1 April	4,502	4,502
Amounts released to income	(4,502)	(4,502)
Amounts deferred in the year	15,800	4,502
Balance at 31 March	15,800	4,502

14. ANALYSIS OF NET ASSETS BY FUND

At 31 March 2025	Unrestricted income funds		Restricted funds	Total at 31 March 2025	Total at 31 March 2024
	General funds	Designated funds			
	£	£	£	£	£
Tangible assets	-	233,816	-	233,816	209,526
Investments	199,734	-	-	199,734	186,231
Current assets	245,173	-	-	245,173	116,843
Current liabilities	(182,077)	-	-	(182,077)	(116,444)
Total	262,830	233,816	-	496,646	396,156

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

15. MOVEMENT IN FUNDS

At 31 March 2025	Total as at 1 April 2024	Income	Expenditure	Gains & (losses)	Total as at 31 March 2025
	£	£	£	£	£
Restricted funds:					
Roman Kiln Project	-	68,127	(68,127)	-	-
Total Restricted Funds	-	68,127	(68,127)	-	-
Unrestricted funds:					
General funds	186,630	2,681,135	(2,681,134)	13,503	200,134
Designated funds:					
Water Play Feature Project		62,696			62,696
Furniture & Equipment	105,955	38,226	(10,595)	-	133,586
Land & Buildings	103,571		(3,341)		100,230
Total unrestricted funds	396,156	2,719,361	(2,695,070)	13,503	496,646
Total funds	396,156	2,787,488	(2,763,197)	13,503	496,646

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

Purposes of restricted funds

During 2023/24 the restricted reserve was fully utilised to part fund the cost of the Queens Park Sandpit project.

Purposes of designated funds

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

Fixed Assets – these are included at historic cost less accumulated depreciation in accordance with Note 1 (j). At 31 March 2025 the net book value of fixed assets amounted to £233,816 (2023/24: £209,526)

Water Play Feature Project – surplus of income over expenditure in 24/25 has been set aside for funding the construction and continued maintenance of the play feature £62,696 (2023/24: £nil)

16. RELATED PARTY TRANSACTIONS

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

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

the asset base so that income will be available to fund services for the benefit of future generations. The financial statements of City's Estate can be obtained from the address provided above.

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

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

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

Related party	Connected party	2024/25 £	2023/24 £	Detail of transaction
City of London Corporation	The City of London Corporation is the Trustee for the charity	2,600,842	1,533,369	The City of London Corporation's City's Estate meets the deficit on running expenses of the charity
		(nil)	(nil)	
		479,666	325,161	Administrative services provided for the charity
		(nil)	(nil)	
		6,844	5,630	Distribution from the Charities Pool
		(nil)	(nil)	

REFERENCE AND ADMINISTRATION DETAILS

CHARITY NAME: Highgate Wood and Queen's Park Kilburn

Registered charity number: 232986

PRINCIPAL OFFICE OF THE CHARITY & THE CITY CORPORATION:

Guildhall, London, EC2P 2EJ

TRUSTEE:

The Mayor and Commonalty & Citizens of the City of London

SENIOR MANAGEMENT:

Chief Executive

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

Treasurer

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

Solicitor

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

Environment Department

Katie Stewart – Executive Director of Environment

Emily Brennan – Director of Natural Environment

AUDITORS:

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

BANKERS:

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

INVESTMENT ADVISORS:

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

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

CHBOffice-BusinessSupport@cityoflondon.gov.uk

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