



West Ham Park Committee

Date: THURSDAY, 29 JANUARY 2026

Time: 9.30 am

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

Members:

James St John Davis (Chair)	Catherine Bickmore
Charles Edward Lord, OBE JP (Deputy Chair)	Rafe Courage
Deputy Anne Corbett	Tim Hodgson
Deputy Caroline Haines	Councillor Jane Lofthouse, London Borough of Newham
Wendy Mead OBE	Reverend Farida Matthews
Deputy Benjamin Murphy	Justin Meath-Baker
William Upton KC	Councillor John Whitworth, London Borough of Newham

Enquiries: Zoe Williams
Zoe.Williams@cityoflondon.gov.uk

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

A recording of the public meeting will be available via the above link following the end of the public meeting for up to one civic year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain matters for information have been marked * and will be taken without discussion, unless the Committee Clerk has been informed that a Member has questions or comments prior to the start of the meeting. These information items have been collated in a supplementary agenda pack and circulated separately.

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **ANNUAL REVIEW OF TERMS OF REFERENCE**

Report of the Town Clerk.

For Decision
(Pages 5 - 8)

4. ***ASSISTANT DIRECTOR'S REPORT**

Report of Executive Director, Environment.

For Information

5. ***RISK MANAGEMENT UPDATE REPORT (SUMMARY)**

Report of the Executive Director, Environment.

For Information

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

Report of Executive Director, Environment.

For Decision
(Pages 9 - 22)

7. **WEST HAM PARK FEES AND CHARGES**

Report of Executive Director, Environment.

For Decision
(Pages 23 - 40)

8. **2026/27 WEST HAM PARK REVENUE AND CAPITAL BUDGETS**

Report of the Chamberlain and Executive Director, Environment.

For Decision
(Pages 41 - 54)

9. ***OPERATIONAL FINANCE PROGRESS REPORT Q3 2025/26**

Report of the Chamberlain and Executive Director, Environment.

For Information

10. ***FUNDRAISING OVERVIEW FOR NORTH LONDON OPEN SPACES (WEST HAM PARK)**

Report of Executive Director, Environment.

For Information

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

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

13. **EXCLUSION OF THE PUBLIC**

RESOLVED: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Non-Public Agenda

14. **NATURAL ENVIRONMENT CHARITIES COMPLEMENTARY LAND USE ASSESSMENT**

Report of Executive Director, Environment.

For Discussion
(Pages 55 - 76)

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

Report of Executive Director, Environment.

For Information

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

City of London Corporation Committee Report

Committee(s): West Ham Park Committee – For decision	Dated: 29 January 2026
Subject: Annual Review of Terms of Reference	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • provides statutory duties • provides business enabling functions 	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:	Town Clerk
Report author:	Zoe Williams, Governance Officer

Summary

As part of the implementation of the 2021 Governance Review, it was agreed that the cycle and process of annually reviewing the Terms of Reference of all Committees/Boards should be revised, to provide more time for Committees to consider and discuss changes before they are submitted to the Policy and Resources Committee. This is to enable any proposed changes to be considered in time for the annual reappointment of Committees by the Court of Common Council.

Members should note that a broader review of the Natural Environment Committees' Terms of Reference is scheduled to take place as part of the Natural Environment Charities Review. Any resulting amendments to the Terms of Reference would subsequently require consideration by the Policy & Resources Committee and the

Court of Common Council. It is therefore recommended that any substantive changes be progressed through this review process.

The terms of reference of the West Ham Park Committee are attached as an appendix to this report for Members' consideration

Recommendation(s)

Members are asked to:

- Agree that the terms of reference of the West Ham Park Committee, subject to any comments, be approved for submission to the Court of Common Council in April 2026, and that any further changes required in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chair and Deputy Chair;

Appendices

- Appendix 1 – Terms of Reference

Zoe Williams

Governance Officer

Town Clerk's Department

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WEST HAM PARK COMMITTEE

1. **Constitution**

A Non-Ward Committee consisting of,

- eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment; the membership to be the same as the Open Spaces & City Gardens Committee.
- plus the following:-
 - four representatives nominated by the Heirs-at-Law of the late John Gurney
 - one representative nominated by the Parish of West Ham
 - two representatives nominated by the London Borough of Newham

2. **Quorum**

The quorum consists of any five Members.

3. **Membership 2025/26**

- 4 (4) Benjamin Daniel Murphy, Deputy
- 2 (2) Anne Corbett, Deputy *for two years*
- 8 (3) Caroline Wilma Haines, Deputy
- 15 (3) Wendy Mead, OBE
- 3 (2) James St John Davis
- Vacancy*
- Vacancy*
- Vacancy*

together with the ex-officio Members referred to in paragraph 1 above and:-

Four representatives appointed by the heirs-at-law of the late John Gurney:-

- Catherine Bickmore
- Rafe Courage
- Tim Hodgson
- Justin Meath-Baker

One representative appointed by the incumbent or priest, for the time being, in charge of the present benefice of West Ham:-

- The Rev. Simon Nicholls

Two representatives appointed by the London Borough of Newham

- Councillor Joy Laguda
- Councillor John Whitworth

4. **Terms of Reference**

To:-

- (a) have regard to the overall policy laid down by the Natural Environment Board.
- (b) be responsible for the ownership and management of West Ham Park (registered charity no. 206948) in accordance with the terms of conveyance of the Park by John Gurney, Esq. to the City of London Corporation dated 20th July 1874 and in accordance with the Licence in Mortmain dated 22nd May 1874.
- (c) authorise the institution of any criminal or civil proceedings arising out of the exercise of its functions.
- (d) express views or make recommendations to the Natural Environment Board for that Committee's allocation of grants which relate to West Ham Park.

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City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 29 January 2026
Subject: Five-year Business Plan (West Ham Park)	Public report: For decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties • provides business enabling functions 	
Does this proposal require extra revenue and/or capital spending?	Spending is and will be as per approved annual and supplemental budgets
If so, how much?	Spending is and will be as per approved annual and supplemental budgets
What is the source of Funding?	<u>Multiple</u> -Local Risk -City Surveyor's Department -Capital Funding -Climate Action Strategy -External Funding -Charity income
Has this Funding Source been agreed with the Chamberlain's Department?	Yes, where spending is planned
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Assistant Director (Superintendent), North London Open Spaces

Summary

This report provides an updated draft of the five-year business plan for West Ham Park. As previously noted to this Committee, this mandated new and longer-term planning effort will be refined over the course of the next two years.

Recommendation(s)

Members are asked to:

- Review and approve the West Ham Park five-year business plan provided at Appendix 1

Main Report

Background

1. As previously reported to the committees, the City Corporation is now developing five-year business plans at its open space charities on a rolling five-year basis. The five-year Business Plan will state the charities' planned workstreams for West Ham Park over a five-year period and will show how and when the various workstreams will be resourced and delivered.
2. Business planning for NLOS is complex and has become more complex in recent years due to multiple factors, including NLOS's complex multi-site structure and reporting relationships, recent staff reductions, having a large number of staff who split their time across more than one site, and the practice of workstreams being conceived, funded, and delivered variously by NLOS and other City Corporation departments and initiatives that nevertheless require NLOS resource to deliver (eg, City Surveyor's Department programmes and the Climate Action Strategy).
3. The development of a five-year business plans will support central planning, delivery, and reporting on these numerous workstreams across four sites for our NLOS sub-division, as well as better time management for Officers.
4. The five-year Business Plan will be updated annually to reflect changes in priorities and resources. This review will typically occur annually, but may occur by exception at other times to capitalise on new opportunities or respond to arising circumstances.
5. The five-year Business Plan for West Ham Park lists proposed workstreams to deliver on the charitable obligations and strategic themes of the West Ham Park Management Plan. It also illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan sets out the specific priorities and activities for West Ham Park, and progress against them will be reported.
6. The five-year Business Plan is an important planning and communication tool. It allows the charity to articulate its priorities in a resource-constrained

environment, and to plan with as much predictability as is feasible what workstreams it believes are reasonably achievable given these resource constraints. Workstreams tentatively planned for years beyond the current year will necessarily be tentative and will be refined as clarity on out year resources and circumstances becomes clearer.

7. In principle, once the workstreams for a given year are established, any new area of proposed work will require consideration to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased, or deferred in order to include anything new in the plan.
8. The five-year Business Plan is not an exhaustive itemised list of NLOS's workstreams. Including an itemised list of the day-to-day "business as usual" activities that take up the majority of Officers' time would be impractical. This "business as usual" work is guided by an Annual Work Plan that guides the day-to-day activities of officers and sets out cyclical tasks that are planned and delivered on an annual or seasonal basis. This includes activities such as litter picking, cleansing, grass mowing, patrols, and the voluminous other critical tasks that are performed regularly as part of the day-to-day running of the West Ham Park.
9. This iteration of the five-year Business Plan still focusses on 2026-27 and 2027-28. The plan will be further developed over time as greater clarity on future years' resources becomes available, the Natural Environment Charity Review Grant Funding Model is finalised, Officers complete the project prioritisation process as needed, and Officers develop estimates on the resourcing needed to deliver sought workstreams.
10. Estimating the resourcing devoted to workstreams, both at West Ham Park and across all four of NLOS's open spaces, is complex and will evolve and be refined over time. To illustrate the complexity, these estimates must reflect that fact that while many Officers work exclusively at West Ham Park (eg, Rangers working exclusively at West Ham Park), other Officers at NLOS work across multiple or all of the open spaces within NLOS's purview.

Corporate & Strategic Implications

Strategic implications

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

Financial implications

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

Resource implications

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

Legal implications

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

Risk implications

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

Equalities implications

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

Climate implications

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

Security implications

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

Conclusion

19. A five-year Business Plan is being developed to prioritise workstreams at West Ham Park. This Plan will be further developed by Officers over time. The plan lists proposed prioritised workstreams to deliver on the four strategic themes of the West Ham Park Management Plan and illustrates how these workstreams further relevant goals of the Corporate Plan and Natural Environment Strategies. The plan allows the Charity to articulate its priorities

for West Ham Park in a resource-constrained environment and agree with confidence the activities that will occur in West Ham Park in any given year with as much predictability and forward planning as is feasible. In principle, if any new areas of potential work are identified throughout the lifespan of the five-year Business Plan that are not already included in the plan, consideration will need to be given to how new resources can be secured or to which existing workstream(s) will need to be paused, ceased or postponed to accommodate any new work.

Appendices

- Appendix 1: Five-year Business Plan for West Ham Park

Background Papers

- None

Bill LoSasso

Assistant Director (Superintendent)

North London Open Spaces

Environment Department (Natural Environment Division)

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APPENDIX 1: FIVE-YEAR BUSINESS PLAN (WEST HAM PARK)

#	ACTIVITY	ACTIVITY DESCRIPTION	WEST HAM PARK MANAGEMENT PLAN THEME	ANTICIPATED YEARS WORKSTREAM OCCURS					FUNDING SOURCE	NLOS LEAD	CITY CORPORATION CORP PLAN OUTCOMES						NATURAL ENVT STRATEGIES			
				2026-27	2027-28	2028-29	2029-30	2030-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
1	Climate resilience	Work as part of the Climate Adaption Action Plan/Carbon Removals Project to adapt management practice and planting where appropriate to contribute to climate resilience and carbon sequestration.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Climate Action Strategy	Parks & Operations Team (w/ Conservation Team)			X		X		X			
2	Tree succession plan	Develop a tree succession plan to maintain the historic fabric of the Park (avenues), adapt to climate change, and safeguard the Park’s distinctive tree and woodland cover in the longer term and their contribution to nature conservation and climate mitigation. Consider species selection plan to balance replanting of Park’s historic tree species with choice of species likely to be more resilient to climate change.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Conservation Team			X		X		X		X	X
3	Conservation management plan	Review and update conservation management plan for the Park.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Parks & Operations Team			X	X		X	X	X	X	X
4	Park operational spaces	Appoint an independent consultant to review and produce a work place transport safety plan for the staff yards.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Parks & Operations Team						X	X	X		

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5	Interpretation and information signage	Continue to review, and where appropriate update or enhance, signage and interpretation in the Park, e.g. when works being done, new features, events etc.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Development & Partnerships Team (w/ Parks & Ops Team)	x			x	x	x	x	x	x	x
6	Playground	Replace and install a more suitable ground material in the playground	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Parks & Operations Team	x			x	x	x		x	x	
7	Security	Review security resource and work with the Metropolitan Police / Safer Neighbourhood Teams to ensure the park is safe and accessible for visitors with particular work around South Meadow.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Constabulary -and- Parks & Operations Team	x			x	x			x	x	
8	Planning consultant	Reinitiate relationship with planning consultant at NLOS to monitor potential impacts surrounding the Park.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Superintendent			x		x		x	x	x	x
9	Review of licences and agreements	Review existing licences, agreements and uses of the Park to ensure that all necessary agreements are modern, appropriate, and in place	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Development & Partnerships Team (w/ Parks & Operations Team)	x		x	x	x	x	x	x	x	x

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10	Training programme	Continue to identify legacy training needs, secure training opportunities, and ensure staff attend trainings to ensure workforce remains fully trained and prepared. Continue as BAU once initial effort is completed.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Parks & Operations Team	x		x	x	x	x	x	x	x	x
11	Review of cycling	Review cycling, scooters, and deliveries in the Park	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Superintendent (w/ Parks & Operations Team)			x	x	x		x	x	x	
12	Active recreation	Liaise with relevant stakeholders regarding the Park's inclusion in the proposed Great Eastern Parks Route	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Parks & Operations Team (w/ Development & Partnerships Team)	x		x	x	x		x	x	x	x
13	Active recreation	Review and improve the Trim Trail and the outdoor gym facilities.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Parks & Operations Team	x			x	x	x		x	x	
14	Active recreation	Review and improve the cricket net structure and entry systems	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Parks & Operations Team (w/ Development & Partnerships Team)	x			x	x	x		x	x	

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15	Park safety	Continue to refine plan for ensuring safety and security in the park following the issues with ASB and criminal activity in 2025, working with partners in Newham Council and Metropolitan Police, among others.	1. Caring: We care for the Park to ensure it continues to fulfil its many functions for the benefit of the community, heritage and the environment, now and for future generations.						Local Risk (West Ham Park Charity)	Park & Operations Team -and- Constabulary	X			X	X		X	X	X	
16	Tree health	Continue to develop measures for the monitoring and management of tree pests and diseases such as Massaria, ash dieback, and oak processionary moth.	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.						Local Risk (West Ham Park Charity)	Conservation Team			X		X		X		X	
17	SINC status	Work with London Wildlife Trust, Newham, and Friends of West Ham Park to raise the status of the Park as a Site of Interest for Nature Conservation from Local to Borough	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.						Local Risk (West Ham Park Charity)	Conservation Team			X	X			X	X	X	X
18	Copses	Explore planting of new copses in the Park	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.						Local Risk (West Ham Park Charity)	Conservation Team -and- Parks & Operations Team			X	X			X		X	
19	Waste and recycling review	Review waste and recycling operations in the Park, monitor, and amend if/as needed	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.						Local Risk (West Ham Park Charity)	Conservation Team -and- Parks & Operations Team)			X	X	X				X	

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20	Safe 365	Continue the review and update of documents and activities to guide the safe and efficient running of West Ham Park with the City Corporation's new Safe 365 platform. Undertake annual review of all risk assessments and Safe Systems of Work (SSOW) and supply all information for internal and external audits.	2. Excellence: We maintain high environmental, conservation, heritage and horticultural standards.						Local Risk (West Ham Park Charity)	Parks & Operations Team	x	x	x	x	x	x	x	x	x	x
21	Padel / Pickleball	Explore funding opportunities and benefits and effects of installing a padel and/or pickle ball court(s) in the Park	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.						TBC (currently unfunded)	Parks & Operations Team	x			x	x	x		x	x	
22	Tarmac area	Explore other potential uses for the tarmac area in the park	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.						TBC (currently unfunded)	Parks & Operations Team				x	x	x		x	x	
23	Review of site accessibility	Perform an audit of access challenges in West Ham Park to sustain and enhance access for a diverse range of users to enjoy peaceful and tranquil experiences in the park, connect with nature, heritage and place, ensuring barriers to participation are identified and minimised, and ensure facilities and activities are welcoming, accessible to all, affordable and promote inclusion.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.						Local Risk (West Ham Park Charity)	Superintendent	x			x	x	x	x	x	x	x
24	Events Programme - Bandstand Series	Develop (funding and partners) for Bandstand Summer series to deliver a diverse and low impact community event series	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.						Multiple	Development & Partnerships Team	x			x	x			x		

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25	Filming and Event prospectus	Complete a public-facing document to highlight potential film locations and event sites at West Ham Park for community and commercial use, inclusive of relevant information on pricing and permitted uses.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.						Local Risk (West Ham Park Charity)	Development & Partnerships Team	x			x			x	x	x	
26	Community Engagement Toolkit	Develop a 'Community Engagement Toolkit' to guide engagement efforts in the park on a number of areas and ensure an approach that is inclusive, welcoming, and as per best practice. Working with the Learning Team and other community partners.	3. Inclusion: We ensure that the Park and its facilities are inclusive, so that all can enjoy the benefits of enhanced physical and mental well-being.						Local Risk (West Ham Park Charity)	Development & Partnerships Team	x			x	x			x		
27	Food and Beverage Provision	Identify a suitable location for a food and beverage offer for implementation	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	Development & Partnerships Team	x			x	x			x	x	
28	Bench sponsorship programme	Review the existing bench programme, including inventory of assets, update of existing information/date, review of bench placement locations, and draft Committee report on proposed future of the programme.	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	Development & Partnerships Team (w/ Parks & Operations Team)				x	x	x		x	x	
29	Natural Environment Learning Team Agreement	Complete an agreement with the Natural Environment Learning Team to support their provision of continued learning activities on the Heath to continue to develop and expand our Learning, Heritage and Volunteer programmes, and ensure our learning and volunteering programmes continue to promote outreach across communities with opportunities for engagement for all.	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	Superintendent	x		x	x	x		x	x		x

APPENDIX 1: FIVE-YEAR BUSINESS PLAN (WEST HAM PARK)

#	ACTIVITY	ACTIVITY DESCRIPTION	WEST HAM PARK MANAGEMENT PLAN THEME	ANTICIPATED YEARS WORKSTREAM OCCURS					FUNDING SOURCE	NLOS LEAD	CITY CORPORATION CORP PLAN OUTCOMES						NATURAL ENVT STRATEGIES			
				2026-27	2027-28	2028-29	2029-30	2030-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
30	CRM database for fundraising and donor stewardship	Identify, and build a CRM, working alongside other NE charities that will aide the identification, stewardship and record keeping of donations and donors. as well as automate internal reporting	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	Development & Partnerships Team	x		x	x	x	x	x	x	x	x
31	Digital Platform Review	Review web based platforms alongside side COLC website and giving platform to maximise the audience reach and engagement for the park	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	Development & Partnerships Team	x		x	x	x	x	x	x	x	x
32	Donor Stewardship Plan	Set out and implement a plan for donors including Major Donors, Regular Givers and Campaign Donors including comms and engagement, events, e-newsletters/updates, impact reporting, benefits and renewal.	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	Development & Partnerships Team	x		x	x	x	x	x	x	x	x
33	Events and Filming venue space review and benchmark	Review all spaces and venues to understand the community and commercial potential across the park, including any gaps or areas for development. Including weddings, Corporate Hire, and Filming locations	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	Development & Partnerships Team	x			x	x			x		
34	Fundraising FAQs, Case for Support & Policy	Develop FAQ and related documents for West Ham Park Charity to back up funding applications and conversations	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	Development & Partnerships Team	x		x	x	x	x	x	x	x	x
35	Legacy strategy	Alongside bench programme, consult and develop a strategy to attract legacy support for the park	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	Development & Partnerships Team	x		x	x	x	x	x	x	x	x

APPENDIX 1: FIVE-YEAR BUSINESS PLAN (WEST HAM PARK)

#	ACTIVITY	ACTIVITY DESCRIPTION	WEST HAM PARK MANAGEMENT PLAN THEME	ANTICIPATED YEARS WORKSTREAM OCCURS					FUNDING SOURCE	NLOS LEAD	CITY CORPORATION CORP PLAN OUTCOMES						NATURAL ENVT STRATEGIES			
				2026-27	2027-28	2028-29	2029-30	2030-31			1. Diverse Engaged Communities	2. Dynamic Economic Growth	3. Leading Sustainable Environment	4. Vibrant Thriving Destination	5. Providing Excellent Services	6. Flourishing Public Spaces	1. Nature Conservation and Resilience	2. Community Engagement	3. Access and Recreation	4. Culture, Heritage, and Learning
36	Online giving and technology review	Review and implement individual giving mechanisms and communications, including giving platform/website, and other tech methods, plus signage and tap to give tech onsite, at events, benefits and newsletters for donors.	4. Community: We engage visitors and the local community in understanding and caring for the Park.						Local Risk (West Ham Park Charity)	Development & Partnerships Team	x		x	x	x	x	x	x	x	x

The following workstreams are primarily delivered by partners but comprise a considerable amount of work and coordination by West Ham Park and NLOS staff.

1	Annual Work Plan (Business as Usual)	The Annual Work Plan is not a part of this Five-year Business Plan. It is, however, the bulk of work undertaken by officer and is included as a reference workstream for the purposes of articulating resource allocation to 'Business as Usual' tasks.	All						Local Risk (Hampstead Heath Charity)	ALL	x		x	x	x	x	x	x	x	x
2	Cyclical Works Programme (City Surveyor's Dept)	Numerous workstreams. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access. Officers are liaising with City Surveyor's Department on a programme/project dashboard.	All						Cyclical Works Programme (City Surveyor's Dept)	ALL	x		x	x	x	x	x	x	x	x
3	Reactive Building Repairs & Maintenance Programme (City Surveyor's Dept)	Numerous workstreams. Work occurs as scheduled / planned preventive maintenance arises, and as reactive repairs and maintenance needs arise. Workstreams are delivered by CSD/external contractors, but NLOS Officers spend considerable resource reporting, liaising, monitoring, and coordinating access.	All						Reactive Bldg Repairs & Mani Programme (City Surveyor's Dept)	ALL	x		x	x	x	x	x	x	x	x

City of London Corporation Committee Report

Committee(s): West Ham Park Committee	Dated: 29 January 2026
Subject: West Ham Park Fees and Charges FY'2026-27 (1 April 2025 – 31 March 2026)	Public report For decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	-Diverse engaged communities -Leading sustainable environment -Vibrant thriving destination -Providing excellent services -Flourishing public spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Bill LoSasso, Superintendent, North London Open Spaces

Summary

This report proposes a procedure to guide the annual review of fees and charges in West Ham Park and proposes fees and charges for financial year 2026-27 (1 April 2025 – 31 March 2026).

Recommendation(s)

Members are asked to:

- Note the proposed procedure to guide the annual review of fees and charges in West Ham Park.
- Approve the update to the existing fees and charges for financial year 2026-27 (1 April 2025 – 31 March 2026) as proposed herein.

Main Report

Background

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

Procedure for Reviewing Fees and Charges

3. In addition to proposing fees and charges for financial year 2026-27, the Superintendent also proposes to document a procedure to guide NLOS's annual review of fees and charges that ensures consistency and transparency, as outlined below.
4. Officers will review the fees and charges at West Ham Park on an annual basis, with any changes to be implemented at the beginning of each financial year (1 April). Any further proposed amendments to fees and charges would be brought to committee during the year if and as needed.

5. Unless circumstances warrant otherwise, Officers will submit proposed fees and charges for the forthcoming financial year to the West Ham Park Committee for approval at that committee's final scheduled meeting of the financial year (29 January 2026 for financial year 2026-27).
6. Any approved changes to fees and charges will be implemented to take effect at the start of the forthcoming financial year on 1 April. Relevant updates to booking systems, websites, signage, and other places where fees and charges are communicated will also occur by 1 April.

Inflation

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

Review of Fees and Charges

9. In reviewing the fees and charges and in developing a recommendation for the West Ham Park Committee, factors that Officers will consider include:
 - a. Inflation: The 12-month RPI rate of inflation as measured in September of the current year.
 - b. Financial position: The past, present, and future-projected financial position of the charity.
 - c. Benchmarks: Where available, benchmarked local rates for similar fees, charges, and services.

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

- d. Service and charity needs: The specific needs of the charity and West Ham Park, including the need for investments, repairs, new and existing services and programmes, and staffing needs.
- e. Other relevant factors as reported to this Committee.

Rounding

10. For administrative ease, the following rounding conventions will be observed when proposing fees and charges for adoption by the West Ham Park Committee:
- a. Under £50: rounded to the nearest £0.10.
 - b. Between £50 and £100: rounded to the nearest £0.50.
 - c. Over £100: rounded to the nearest £1.00.

Benchmarking

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

Annual recommendations for committee

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

Proposed Fees and Charges for Financial Year 2025-26 (1 April 2026 – 31 March 2027)

14. Officers have given considerable thought to the fees and charges in West Ham Park. While raising additional revenue remains important and necessary to support delivery of the objectives of the Charity remains important, Officers also seek to ensure that the Charity continues to promote access to and the benefits of open spaces, the natural environment, and recreation, in line with its objects, by engaging with the local community to increase participation.
15. Accordingly, Officers propose to increase the majority of fees and charges only in line with the September 2025 RPI 12-month inflation rate of 4.5%, except for limited exceptions as noted in Appendix 1. This helps ensure that the Charity is taking appropriate measures given the impact of inflation on the Charity's expenses.
16. For reference, in 2025-26, an increase of 2.7% was adopted by the Committee, equivalent to the rate of inflation.
17. Officers have undertaken benchmarking to ensure charges remain in line with local other similar providers (Appendix 2).
18. The proposed fees and charges continue to include concessionary rates, which offer a 40% discount on the standard adult charge, as indicated in Appendix 1. Officers believe that this concessionary rate is competitive and helps to further the Charity's objective to promote participation in formal and informal recreation and support health and wellbeing for West Ham Park visitors.

Forest schools

19. Officers are reviewing the fees for forest school across all four open spaces at North London Open Spaces and will propose an updated and simplified fee structure to this Committee meeting on 30 April 2026.

Sponsorship of benches

20. Officers are finalizing a review of bench sponsorship across all four open spaces at North London Open Spaces and will propose a modernised fee structure and programme in the next Committee meeting on 30 April 2026.

Corporate & Strategic Implications

21. No implications.

Strategic implications

22. The proposed fees and charges directly support the West Ham Park Management Plan 2025 – 2035. This also contributes towards the achievement of the three

strategic outcomes outlines in the City of London Corporate Plan 2024-29 and the four Natural Environment Strategies (2024-29).

Financial implications

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

Resource implications

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

Legal implications

25. West Ham Park Charity is a registered charity and the City of London Corporation is the corporate trustee. Members are reminded that any decision they take in respect of the Charity must be in the best interests of that Charity.
26. The objects of the West Ham Park Charity are to “for ever maintain and preserve the park in a proper and ornamental condition as open public grounds and gardens for the resort and recreation of adults and as a playground for children and youth”. Under section 76 of the Public Health Acts Amendment Act 1907 (as amended by section 56 of the Public Health Act 1925 and applied to West Ham Park by section 4 of the City of London (Various Powers) Act 1933) the City of London Corporation may expressly also:
- a. Set apart any part of West Ham Park for the purpose of any game or recreation, charge reasonable sums for its use and exclude the public from the part set apart while it is in actual use for that purpose.
 - b. Provide any apparatus for games and recreations, and charge for their use, or let the right of providing any such apparatus to any person.
 - c. Provide and maintain pavilions or other buildings and conveniences and charge for admission.

Risk implications

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

Equalities implications

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

Climate implications

29. No implications.

Security implications

30. No implications.

Conclusion

31. West Ham Park continues to provide excellent value for money sports and recreational opportunities. The income generated through fees and charges contributes towards the cost of providing services and sports and recreational facilities, and to the significant cost of maintaining West Ham Park.
32. It is proposed that the majority of charges are increased by 2.7%, or increased otherwise as set out in Appendix 1, as noted herein.

Appendices

- Appendix 1: Proposed Fees and Charges (FY'2026-27)
- Appendix 2: Fees and Charges Benchmarking (FY'2026-27)

Background Papers

None

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Appendix 1
Proposed fees and charges for West Ham Park
FY'2026-2027 (1 April 2025 - 31 March 2026)

	FY'2025-26	FY'2026-27	
CRICKET	CURRENT RATE	4.5%	ROUNDED
7 games, plus use of 1 practice net, 1 evening per week, free use of dressing rooms	£ 879.00	£ 918.56	£ 919.00
7 games, plus use of 1 practice net, 1 evening per week, free use of dressing rooms (concession)	£ 527.00	£ 550.72	£ 551.00
Single match (day)	£ 150.00	£ 156.75	£ 157.00
Single match (day) (concession)	£ 88.00	£ 91.96	£ 92.00
Single match (4 hours)	£ 74.50	£ 77.85	£ 78.00
Single match (4 hours) (concession)	£ 44.50	£ 46.50	£ 46.50
Nets (per hour)	£ 9.70	£ 10.14	£ 10.10
Nets (per hour) (Concession)	£ 5.85	£ 6.11	£ 6.10
Nets (annual membership)	£ 23.70	£ 24.77	£ 24.80

	FY'2025-26	FY'2026-27	
TENNIS	CURRENT RATE	4.5%	ROUNDED
Per hour (pay and play / rally)	£ 7.60	£ 7.94	£ 7.90
Per hour (pay and play / rally) (concession)	£ 4.60	£ 4.81	£ 4.80
Coaching (various levels)	Set by coaches	Set by coaches	Set by coaches
Coaching (various levels) (concession)	Set by coaches	Set by coaches	Set by coaches
Tennis - Annual Pass (household)	N/A	N/A	N/A
Tennis - Annual Pass (individual)	£ 35.70	£ 37.31	£ 37.30

	FY'2025-26	FY'2026-27	
FOOTBALL	CURRENT RATE	4.5%	ROUNDED
Saturdays:15 games plus free use of dressing rooms	£ 654.00	£ 683.43	£ 683.00
Saturdays:15 games plus free use of dressing rooms (concession)	£ 391.00	£ 408.60	£ 409.00
Sunday: 15 games plus free use of dressing rooms	£ 951.00	£ 993.80	£ 994.00
Sunday: 15 games plus free use of dressing rooms (concession)	£ 571.00	£ 596.70	£ 597.00
Single match – Monday - Friday	£ 65.00	£ 67.93	£ 68.00
Single match – Monday - Friday (concession)	£ 39.00	£ 40.76	£ 40.80
Single match - Saturday	£ 83.00	£ 86.74	£ 87.00
Single match - Saturday (concession)	£ 44.00	£ 45.98	£ 46.00
Single match - Sunday	£ 100.00	£ 104.50	£ 105.00
Single match - Sunday (concession)	£ 50.00	£ 52.25	£ 52.50
Five-a-side	Price on application	Price on application	Price on application
Five-a-side (concession)	Price on application	Price on application	Price on application

	FY'2025-26	FY'2026-27	
MARKING OUT CHARGES	CURRENT RATE	4.5%	ROUNDED
Rounders – per pitch	£ 68.00	£ 71.06	£ 71.00
Rounders – per pitch (concession)	£ 27.00	£ 28.22	£ 28.20
Running track per day (400m)	Price on application	Price on application	Price on application
Running track per day (400m) (school concession)	£ 70.00	£ 73.15	£ 73.00
Running track per day (100m)	Price on application	Price on application	Price on application
Running track per day (100m) (school concession)	£ 26.00	£ 27.17	£ 27.20
School Sports day <100 attendees	Price on application	Price on application	Price on application
School Sports day <100 attendees (school concession)	£ 102.00	£ 106.59	£ 107.00
School Sports day < 500 attendees	Price on application	Price on application	Price on application
School Sports day < 500 attendees (school concession)	£ 142.00	£ 148.39	£ 148.00
School Sports day >500 attendee	Price on application	Price on application	Price on application
School Sports day >500 attendee	Price on application	Price on application	Price on application

	FY'2025-26	FY'2026-27	
CHANGING ROOMS	CURRENT RATE	4.5%	ROUNDED
Changing room fee for single match (incl cleaning)	£ 61.50	£ 64.27	£ 64.50

	FY'2025-26	FY'2026-27	
LICENSED ACTIVITIES	CURRENT RATE	4.5%	ROUNDED
Forest Schools	5% of advertised fees	5% of advertised fees	5% of advertised fees
Commercial guided walks and tours	10% of advertised fees	10% of advertised fees	10% of advertised fees

**Forest school rates are under review as noted in the report*

	FY'2025-26	FY'2026-27	
WEDDINGS & CIVIL CEREMONIES	CURRENT RATE	4.5%	ROUNDED
Monday - Thursday	Price on application	Price on application	Price on application
Friday	Price on application	Price on application	Price on application

	FY'2025-26	FY'2026-27	
BANDSTAND HIRE	CURRENT RATE	4.5%	ROUNDED
3-hour hire	£ 74.00	£ 77.33	£ 77.50
All day hire	£ 116.00	£ 121.22	£ 121.00
Additional hour	£ 11.90	£ 12.44	£ 12.40
Use of tables and chairs	£ 23.70	£ 24.77	£ 24.80

FY'2025-26	FY'2026-27
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COMPOUNDS	CURRENT RATE	4.5%	ROUNDED
Daily charge for storage or placement of skips, scaffolding, etc. within a fenced area.	Price on Application	Price on Application	Price on Application

	FY'2025-26	FY'2026-27	
BENCH ADOPTION	CURRENT RATE	4.5%	ROUNDED
Engraved bench	Cost	Under review	Under review

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

	FY'2025-26	FY'2026-27	
LEGAL COSTS	CURRENT RATE	4.5%	ROUNDED
Costs incurred to prepare agreements, contracts, licenses, etc.	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee

	FY'2025-26	FY'2026-27	
OFFICER TIME FEE	CURRENT RATE	4.5%	ROUNDED
Costs incurred for Officer time (1-hour min) when not already included in rate for user activity	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee

**Costs to be charged at top of grade*

	FY'2025-26	FY'2026-27	
EVENTS, FILMING, and PHOTOGRAPHY	CURRENT RATE	4.5%	ROUNDED
Application Fee (Community / charity)	£ 28.40	£ 29.68	£ 29.70
Application Fee (Commercial)	£ 56.60	£ 59.15	£ 59.00
Electricity - Daily connection charge	N/A	N/A	N/A
Electricity - Unit Charge	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee
Water - Daily connection charge	N/A	N/A	N/A
Water - Unit Charge	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee
Waste & Recycling (Collection cost)	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee
Waste & Recycling (Disposal cost)	Cost + 20% admin fee	Cost + 20% admin fee	Cost + 20% admin fee
Event Ground or Facility Hire Charge (Commercial)	Price on Application	Price on Application	Price on Application
Event Ground or Facility Hire Charge (Charity)	Price on Application	Price on Application	Price on Application
Event Ground or Facility Hire Charge (Community)	Price on Application	Price on Application	Price on Application
Filming Ground or Facility Hire Charge	Price on Application	Price on Application	Price on Application
Photography Ground or Facility Hire Charge	Price on Application	Price on Application	Price on Application
Event/Filming/Photography Site Restoration Charge	Price on Application	Price on Application	Price on Application
Event/Filming/Photography Environmental Impact Charge	Price on Application	Price on Application	Price on Application
Use of multiple car park spaces / base unit parking in a car park	Price on Application	Price on Application	Price on Application
Filming / event base unit parking	Price on Application	Price on Application	Price on Application
Use of charity's non-sports equipment (euro bins, fencing, tables and chairs, etc.)	Price on Application	Price on Application	Price on Application
Damage deposit (when determined necessary)	Price on Application	Price on Application	Price on Application

** Where utilities are not separately metered to allow for itemised billing, a reasonable and proportionate charge will be calcualted and charged*

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FOOTBALL AND CRICKET	NAME (owner -or- operator)	BOROUGH	POST CODE	ADULT (pitch rental)		JUNIOR (pitch rental)		NOTES	DATE	LINK
				PEAK	OFF PEAK	PEAK	OFF PEAK			
Football										
Newham Leisure Centre	Newham Council	Newham	E13 8SD	£ 90.00	£ 50.00	£ 70.00	£ 35.00	11 a side, 90 minute booking, max people 32, 4 outdoor changing rooms	Nov-25	Pitch bookings for football – Outdoors – Newham Council
Newham Leisure Centre	Newham Council	Newham	E13 8SD	£ 40.00	£ 25.00	£ 32.00	£ 16.00	5 a side, 60 minute booking, max people 12, 2 outdoor changing rooms	Nov-25	Pitch bookings for football – Outdoors – Newham Council
Newham Leisure Centre	Newham Council	Newham	E13 8SD	£ 50.00	£ 37.50	£ 42.00	£ 29.50	Peak advance booking , 5 a side, max people 12, 60 minute booking, 2 outdoor changing rooms	Nov-25	Pitch bookings for football – Outdoors – Newham Council
Newham Leisure Centre	Newham Council	Newham	E13 8SD	£ 49.05				7 a side 3G pitches, no. pitches 3, max people 14, an hour booking.	Nov-25	Pitch bookings for football – Outdoors – Newham Council
Rokeby School	Rokeby School	Newham	E16 4DD	£ 79.00				5 a side, 3G astroturf, has changing rooms, an hour booking.	Nov-25	Rokeby School, Newham Football Pitches Playfinder
Hackney Marshes	Better Leisure	Hackney	E9 5PF	£ 117.25		£ 56.55		Price for 11-Aside Bookings They've removed Off-Peak Pricing Show Pitch is More Expensive: Adult: £141.95, Junior, £101.15 - Higher Quality Pitch	Nov-25	https://www.better.org.uk/leisure-centre/london/hackney/hackney-marshes/prices
Hackney Marshes	Better Leisure	Hackney	E9 5PF	£ 97.85		£ 49.00		Price for 9-Aside Grass Bookings No longer offer Off-Peak Showings	Nov-25	https://www.better.org.uk/leisure-centre/london/hackney/hackney-marshes/prices
Hackney Marshes	Better Leisure	Hackney	E9 5PF	£ 84.65		£ 42.30		Price for 7-Aside Grass Bookings Senior 65_ Bookings, Peak: £75.37 / Off Peak: £58.30	Nov-25	https://www.better.org.uk/leisure-centre/london/hackney/hackney-marshes/prices
Southwark Park	Tower Hamlets	Tower Hamlets	SE16 2EE	£ 70.00				11 a side, grass pitch.		Southwark Park, Southwark Football Pitch Playfinder
Low Hall Sports Ground	Waltham Forest Council	Waltham Forest	E17 8AX	£ 55.01				This is for 90 minutes on 9 aside Grass Pitch	Nov-25	Low Hall Sports Ground, Waltham Forest Football Pitches Playfinder
Low Hall Sports Ground	Waltham Forest Council	Waltham Forest	E17 8AX	£ 75.00				60 Minutes - 7aside Astro Turf	Nov-25	Low Hall Sports Ground, Waltham Forest Football Pitches Playfinder
Wanstead Flats Playing Field	City of London Corporation	Redbridge	E12 5HH	£ 106.50	£ 87.50	£ 52.50	£ 50.50	Fee for 11A Aside Adults Peak Is Sunday Fee/ Off Peak is Saturday Fee Summer Season: May to August Winter Season: September to April Mini Soccer, 5 Aside Football, 7 Aside Football, 9-Aside Football, 11-Aside Football all available Fully Accesible Changing rooms Disabled Toilets Free Car Parking	Nov-25	https://www.cityoflondon.gov.uk/things-to-do/green-spaces/epping-forest/activities-in-epping-forest/play-football-in-epping-forest

Fairlop Oak Playing Field	London Playing Fields Foundation	Redbridge	IG6 3HJ	£ 176.00	£ 153.00	£ 62.00		Prices Info: Peak Time is Satuday's PM + Sundays AM Off Peak is Sunday PM Satudays AM + Midweek - £114 Car Parkin available Junior Pitches are 9v9 football Pitches 90 Minute Bookings	Nov-25	Prices - London Playing Fields Foundation Foundation - Pitch Hire
Fairlop Oak Playing Field	London Playing Fields Foundation	Redbridge	IG6 3HJ	£ 46.00				Prices Info: Mini Pitches 7v7 & 5v5) 90 Minute Bookings	Nov-25	Prices - London Playing Fields Foundation Foundation - Pitch Hire
Ainslie Wood Sports Ground	Waltham Forest	Waltham Forest	E4 9EE	£ 75.00	£ 90.00	N/A		11 - Aside Off Peak = Weekday Peak = Weekend Block Booking: £415 - £638	Nov-25	Ainslie Wood Sports Ground, Waltham Forest Football Pitch Playfinder
Stratford Chobham Academy	Chobham Academy	Newham	E20 1BD	£ 195.00				11 Aside 3G Pitch Floodlights Available	Nov-25	Facilities Hire - Chobham Academy
Stratford Chobham Academy	Chobham Academy	Newham	E20 1BD	£ 55.00				5 Aside 3G Pitch Floodlights Available	Nov-25	Facilities Hire - Chobham Academy
Page 36 Bartlett Park	Tower Hamlets Council	Tower Hamlets	E14 6LH	£ 152.00	£ 146.04	£ 79.90	£ 76.68	11 - Aside (Grass Pitch - Same price across the borough. Peak = Weekend Off Peak = Weekday Had to email them for the information. Changing Rooms available	Nov-25	Bartlett Park
Charlton Park	Royal Borough of Greenwich	Royal Borough	SE7 7BL	£ 94.00				11 - Aside (Grass Pitch) With Changing Room Price with No Changing Rooms - £71	Nov-25	Clubspark / Charlton Park / Booking / Book by date
Charlton Park	Royal Borough of Greenwich	Royal Borough	SE7 7BL	£ 40.00				7 & 9- Aside Pitches (Grass Pitch) With Changing Room	Nov-25	Clubspark / Charlton Park / Booking / Book by date
Deptford Park	Lewisham Council	Lewisham	SE8 5AE	£ 81.00	£ 64.00	N/A		Peak = Sunday AM Off Peak = Sunday PM Other Prices: Mon - Fri - £47 Sat AM - £64 Sat PM - £70 Grade 1 Pitch (Goals, Nets, Changing Rooms and Showers) 11 - Aside 7 & 9 - Aside	Nov-25	Lewisham Council - Sports facilities, venues, pitches and courts
ATAM Academy	ATAM Academy	Dagenham & Redbridge	RM6 4XX	£ 35.00				Car Park Available Hourly fee	Nov-25	ATAM Academy, Redbridge Football Pitches Playfinder

Cricket

Douglas Eyre Sports Centre	London Playing Fields Foundation	Waltham Forest	E17 7HE	£	259.00	£	60.00	1 X Cricket Pitch Available Car Parking is Available Hall With Bar/catering facilities available	Nov-25	Prices - London Playing Fields Foundation Foundation - Pitch Hire		
Peter May Sports Centre	London Playing Fields Foundation	Waltham Forest	E17 4HR	£	305.00	£	60.00	Price of Sqaure 1 Pitch Squares 2,3 & 4 cost £293 to book 4 Cricket Pitches Available Car Parking Available £205 Price is available for 10 Match Block Booking	Nov-25	Prices - London Playing Fields Foundation Foundation - Pitch Hire		
Greenwich Park	Royal Park	Greenwich	SE10 8QY	£	150.00	£	138.00	Weeknd matches: Peak Weekday day matches: Off Peak	Nov-25	Greenwich Park cricket grounds The Royal Parks		
Avery Hill Park	Royal Borough of Greenwich	Greenwich	SE9	£	115.00	£	98.00	N/A	Peak Matches = Weekend Off Peak = Monday - Friday Junior Price is the same as Adult Price Changing room and showers are available	Nov-25	https://www.royalgreenwich.gov.uk/info/200229/sport-and-physical-activity/1780/book-a-cricket-pitch	
Hainult Recreation Ground	Vision Redbridge Culture and Leisure	Redbridge	IG6 3HX	£	217.00			Changing Room Available	Nov-25	Hainault Recreation Ground • Vision RCL		
Sylvestrian Leisure Centre	Forest School	Waltham Forest	E17 3PY	£	100.00			Hourly Rate	Nov-25	Facilities Gym in naresbrook Sylvestrian Leisure School		
Walthamshow Cricket Club	Walthamstow Cricket, Tennis and Squash Club	Waltham Forest	E17 3QN	£250 - £350			Changing Room, Showers and Bar facility available. Price will depend on the day booked.	Nov-25	https://www.wctsc.org.uk/management			
Hilly Fields	Lewisham Council	Lewisham Council	SE14 1YP	£	120.00	£	60.00	Toilets and Changing Rooms available Off Peak Price = Monday to Friday Daytime or Evenings Peak = Full Day Same Price across other venues such as Mayow Park	Nov-25	https://lewisham.gov.uk/inmyarea/sport/facilities/hiring-sports-facilities-and-venues#cricket		
London Benchmarking Sheet - 2024 - 2025	Islington Council	Islington	N/A	£	115.33			£	97.96	From Parks for London Spreadsheet		
Fairlop Oak Playing Field	London Playing Fields Foundation	Dagenham & Redbridge	IG6 3HJ	£	293.00			£	60.00	Car Park Available Weekend Price: 9:00am - 8.30pm Changing Room Available Price Week Day 9:00am - 5pm: £180 (adults) & £90 (Juniors) Price Evening 5.30pm - 8.30pm: £120 (adults) & £78 (Juniors) Had to contact them direclty for the price.	Nov-25	Fairlop Oak Playing Field - London Playing Fields Foundation
Victoria Park	Tower Hamlets Council	Tower Hamlets	E3 5TB	£	200.00			£	120.00		Nov-25	Victoria Park

Cricket (net hire)

Leyton Sports Ground	Waltham Forest	Waltham Forest	E10 6PY	£			16.00		Nov-25	Leyton Sports Ground, Waltham Forest Cricket Facilities Playfinder
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Victoria Park	Tower Hamlets Council	Tower Hamlets	E9 5DY	Free				First come first served	Nov-25	https://www.towerhamlets.gov.uk/ignl/leisure_and_culture/parks_and_open_spaces/victoria_park/leisure.aspx
Sylvestrian Leisure Centre	Forest School	Waltham Forest	E17 3PY	£ 24.00				Per Hour If Stumps are required, a £10 cash deposit is require at the reception	Nov-25	https://www.sylvestrian-leisure.co.uk/ https://www.playfinder.com/london/venue/sylvestrian-leisure-centre/cricket-nets-33515
Little Ilford Park	Little Ilford Cricket Ground	Newham	E12 5NG	£ 13.00				hourly rate Available to be booked by non members	Nov-25	https://ilford.hitscricket.com/pages/page_37155/Cricket-Nets.aspx
The Dulwich Sports Ground	Southwark Community Sports Trust	Southwark	SE21 7JH	£ 30.00		£ 10.00		Per 2 Hours If Cricket Nets are hired/booked in blocks of 10 these 10 become VAT exempt otherwise VAT is applicable.		
Dulwich Park	Southwark Council	Southwark	SE21	Free						https://www.southwark.gov.uk/culture-and-sport/parks-and-open-spaces/find-park/dulwich-park
Cricket (Non-Turf)										
Low Hall Sports Ground	Waltham Forest Council	Waltham Forest	E17 8AX	£150				£82 for block bookings Free Parking available		
Burgess Hill Park	Southwark Council	Southwark	SE5	£ 84.90		£ 52.40		This price is for 5 Hours (9am - 2pm for e.g) For evening sessions (3 hours) an Adult bookings costs £52.40 and Junior £38.50.		https://www.southwark.gov.uk/culture-and-sport/leisure-and-sport/sports-facilities-parks-and-open-spaces/outdoor-sports-pitches
Hainault Recreation Ground	Vision Redbridge	Redbridge	IG6 3HX	£ 85.00				Changing Room Available		https://visionrcl.org.uk/centre/hainault-recreation-ground/
Goodley Playing Fields	Newham Council	Newham	E6 6AJ	£ 50.00				Changing Room Available		https://www.newham.gov.uk/community-parks-leisure/outdoors/4
Rounders										
Wormwood Scrub	Hammersmith & Fulham Council	Hammersmith & Fulham	W12 0DF	£ 121.50						https://www.lbhf.gov.uk/sports-and-parks/sports-bookings-and-facilities
Roehampton Playing Fields	Enable (Wandsworth Council)	Wandsworth	SW15 5BP	£ 31.10	£ 26.00	N/A		Hourly Rate 3.5 Hours £20 for rounders equipment Offer 3 time slots 09:00-12:30, 13:00-16:30 and 17:00 - 20:30		https://enablec.org/roehampton-playing-fields/
Regents Park	The Royal Parks	City of Westminster	NW1 4RU	£ 85.00						The Hub The Royal Parks

TENNIS	ORG NAME (owner-or-operator)	BOROUGH	POST CODE	SEASON TICKETS (MEMBER)				SEASON TICKETS (NON-MEMBER)				SEASON TICKET / PASS cost of pass				NOTES	DATE	LINK
				Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession	Adult	Senior	Junior	Concession		CHECKED	
Tennis																		
Millfields Park	Hackney Tennis	Hackney	E5 0AR	N/A				£	5.25	###	N/A	N/A				Hourly rate 4 Porous Macadam Courts (None Floodlit) Junior's cannot be booked online (have to email in) Required to sign up for Clubspark	Nov-25	https://www.hackneytennis.co.uk/booking/millfields/
Victoria Park	Premier Tennis (Tower Hamlets)	Tower Hamlets	E9 5HT	N/A				£6 (Peak) £4 (Off-Peak)	£		2.00	N/A				Hourly Rate Maximum 1 or 2 consecutive hours can be booked. 4 Porous Macadam Courts Hitting/Practice Wall	Nov-25	https://clubspark.lta.org.uk/VictoriaParkLONDON
Stratford Park	Newham Council	Newham	E15 4PT	£			-	£			6.00	£35 (Annual) £4 (Monthly) £10 (Monthly/Premium/All Venues)				1) Play Pass which allows members to play across all 9 venues and this can be paid for on an Annual basis (£35) or monthly (£4). 2) The Club Pass (Premium) allows members to play across all 9 venues but members can book up to 14 days in advance, access to weekly social sessions. 6- All weather tennis Courts (Floodlit times cost £10) £35 flat fee for annual individual membership that allows free play at 7 of nine facilities. The two other courts (Stratford and Lyle) require £1 due to high demand and proliferation of booking but no-shows. Newham does not have a household	Nov-25	https://stratford.newhamparkstennis.org.uk/
Plumstead Common	Royal Borough of Greenwich	Greenwich	SE18 7QR	N/A				£			3.00	£				Hourly Rate (Single Play Price) Royal Greenwich Residents can purchase an annual tennis pass membership for their household for £30 which allows members to use any tennis venue under Royal Greenwich's responsibility except Blackheath Chesterfield Walk Each Week 30% of the park court time will be available free of charge. 3 Tarmac Macadam Tennis Courts	Nov-25	https://www.royalgreenwich.gov.uk/info/200229/sport_and_physical_activity/1660/book_a_tennis_court https://clubspark.lta.org.uk/PlumsteadCommon
Abbots Park	Waltham Forest Council	Waltham Forest	E10 6HT	N/A				£			6.00	£				Hourly Rate (Single Play Price) Membership allows members to play at all courts under the councils control. They also offer a family membership worth £50 4 Tarmac Courts	Nov-25	https://playtenniswalthamforest.com/
Barking Recreation Ground	Vision Redbridge Culture and Leisure	Redbridge	E6 2PB	N/A				£0 - £5				N/A				Monday - Friday up to 12 Noon : Free Monday - Friday 12-5pm - £2.50 Monday - Friday 5pm to closing & Weekends - £5 1 Tennis Court Available Car parking is available	Nov-25	https://clubspark.lta.org.uk/BarkingsideRec https://visionrcl.org.uk/parks-outdoor-spaces/tennis/

Barking Park	Barking & Dagenham Park Tennis	King & Dagenham	IG11 8TA	N/A	£ 4.00	£9 (Monthly) £40 (Annual) £4 (Monthly)				£9 - Club Pass - Free bookings to all 5 Tennis Venues and exclusive access to Social Sessions. Can book up to 14 days in advance. £40 Play Pass - Access to all 5 Venues in the borough, and allows members to book up to 10 day in advance. £4 Play Pass same as Annual Membership 6 All-Weather Courts	Nov-25	https://clubspark.lta.org.uk/TennisinBarkingDagenham/Membership/Join
Aldersbrook Lawn Tennis	Aldersbrook Lawn Tennis Club	Redbridge	E11 3RH	Free (included in membership)	£ 8.50	£ 135.00	£ 95.00	£ 13.00	N/A	Juniors Players are split by Age: MINI - 9 years or younger: £13 (In Junior Section) Junior 10-13 years: £23 Youth 14-17 Years: £38 Adult - 18-23 and Student: £65 6 Floodlit All Weather Macadam Courts and 1 mini red court Tennis Pavillion with a kitchen, changing rooms, showers, TV and fully licensed Bar. Floodlights are controlled as part of booking and charge £2.50 per 30mins	Nov-25	https://clubspark.lta.org.uk/AldersbrookLawnTennisClub/Booking/BookByDate#?date=2025-01-07&role=guest
Linkside Lawn Tennis Club	Linkside Lawn Tennis Club	Redbridge	E11 2LW	Free (Included in Membership)	£ 5.00	£ 299.00	£ 225.25	£ 10.70 - £96.00	#####	Junior Memberships= Youth 16/18 £94.50 Junior 9/15 £68.25 Early Years 5/8 £23.00 Tots 3/4 £10 All memberships are paid annually Linkside also offer Family Memberships: 1 adult & up to 4 under 19s £367.50 2 adults & up to 4 under 19s £614.25 7 Outdoor courts: 5 Floodlit artifical grass courts, 2 floodlight artifical clay courts. Bar, Changing room and shower facilities available	Nov-25	https://www.linksidetennis.co.uk/joining-linkside.html

City of London Corporation Committee Report

Committee(s): West Ham Park	Dated: 29/01/2026
Subject: Revenue and Capital Budgets – 2026/27 – West Ham Park	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • 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 presents for approval the revenue and capital budgets for West Ham Park charity (charity registration no: 206948) for 2026/27, for subsequent submission to Finance Committee.

The proposed draft revenue budgets for 2026/27 for West Ham Park amounts to £2.640m net expenditure. This represents an increase of £310k compared with the budget for 2025/26 of £2.330m.

The proposed budget for 2026/27 has been prepared within the resource envelope (core grant) allocated to each Chief Officer by Resource Allocation Sub-Committee, including an inflationary increase of 3% as well as contingency funding provided relating to the pay award effective from July 2024 and increases in employer's national insurance. The charity's core grant for 2026/27 also includes funding for the transfer of support services staff at West Ham Park whose costs were previously met by the Directorate.

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

The report also reframes the proposed budget to show net expenditure as grant funding from City's Estate for 2026/27 which is broken down according to the individual elements of the grant (Core Grant, City Surveyor Works, Corporate Recharges and Support Services and Central Risk Expenditure). In addition, the

appendices include a summarised version of the budget for the charity set out in the format of the Statement of Financial Activities (SOFA) in line with best practice for the financial reporting of charities. Further details on proposed Grant Funding Model principles and arrangements are presented to Members for discussion and endorsement in the Natural Environment Charities Review – Grant Funding Model Principles paper.

Recommendation(s)

Members are asked to:

- i) note the latest revenue budget for West Ham Park charity for 2025/26;
- ii) review and approve the proposed draft revenue budget for 2026/27 for West Ham Park charity for submission for approval by the Finance Committee, noting the contingency held by Finance Committee, agreed at its meeting on 13th January, and that the core funding will be reviewed based on the business case to be submitted by the Natural Environment Division;
- iii) review and approve capital and supplementary revenue project budgets for West Ham Park for 2026/27 for submission for approval by the Finance Committee; and
- iv) agree that amendments for 2025/26 and 2026/27 budgets arising from changes to recharges & support services or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and depreciation during budget setting be delegated to the Chamberlain in consultation with the Executive Director Environment.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes West Ham Park which is a registered charity funded from City's Estate. The charity is run at no cost to the communities that it serves and are currently funded principally by the City, together with donations, sponsorship, grants and trading income.
2. This report sets out the latest budget for 2025/26 and the proposed revenue budget for 2026/27 for West Ham Park charity and under the control of the Executive Director Environment, analysed between:
 - **Local Risk Budgets** - these are budgets deemed to be largely within the Chief Officer's control and include budgets managed by the Executive Director Environment as well as by the City Surveyor specifically for repairs and maintenance and the Cyclical Works Programme (CWP);
 - **Central Risk Budgets** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outcome can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature; and

- **Recharges & Support Services** - these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
3. Please note that City Corporation reporting convention (see Table 1) uses brackets to denote income, decreases in expenditure, or increases in income. However, where charity style reporting has been introduced in this paper (Table 2 and appendices), the convention is to show both income and expenditure without brackets, which are instead used to denote deficits or adverse variances. Only significant variances (generally those greater than £50k) have been commented on and are referenced in Appendix 1.
 4. For 2026/27, budgets include:
 - a 3% uplift for inflation as a cash limit to charity budgets;
 - contingency funding to cover increased costs associated with the pay award to staff effective from July 2024 and increases in national insurance;
 - transfer of staffing budgets;
 - a clear distinction between local risk, central risk, and recharge budgets; and
 - responsibility for budgetary control placed on departmental Chief Officers.
 5. The budget has been prepared within the resource envelope allocated to the Executive Director Environment, with the following assumption:
 - Support Services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2024/25 with the method of apportionment updated to reflect the latest up to date corporate information. However, the full budgets for these departments have not yet been finalised, so further changes to these budgets may be required. Members are asked to agree that the decision as to the changes required to these budgets are delegated to the Chamberlain in consultation with the Executive Director Environment.
 6. Each of the Natural Environment Charities has been targeted to achieve unrestricted operational breakeven within the budget envelope. However, further to concerns raised by Members across the NE Charities as to the adequacy of funding to deliver baseline core operational activities safely and in line with statutory compliance, an additional ask has been made for 1) a baseline enhancement, and 2) an allocation of transformational funding to enable future income generation, address asset replacement priorities and build free reserves to support a successful transition to the Grant Funding Model. Finance Committee (13 January 2026) has approved a contingency to be held by Finance Committee for 2026/27, with funding proposals to be agreed under delegated authority, subject to business case (supported by a health and safety review and workforce efficiency review), by the Chamberlain and Executive Director of Environment in consultation with the Chair and Deputy Chair of the Finance Committee. Provisional numbers provided in relation to the West Ham Park charity comprise 1) an additional £100,000 baseline funding to support safe operations, and 2) one-off funding of £110k in relation to outline planning for the

WHP nursery site; and £139k to provide one month of free reserves.

7. Members should note that for 2026/27, the format of the budgets for the charity has been reviewed. The proposed draft budget for 2026/27 has been set out in the format of a summarised Statement of Financial Activities (SOFA) to enable West Ham Park to comply with the best practice for the financial reporting of charities, reframing the City's funding as grant funding (subject to formal approval of the grant funding principles and arrangements). A copy of the SOFA can be found in Appendix 1.
8. The overall proposed 2026/27 draft budget for West Ham Park, which includes the charity's relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor's CWP and building repairs & maintenance budget is £2.640m net expenditure. This is an increase of £310k when compared with the 2025/26 budget of £2.330m net expenditure.
9. The latest budget for 2025/26 and provisional draft budget for 2026/27 for the charity is summarised in Table 1 below and further analysed in the charity's SOFA in Appendix 1.

Table 1 - West Ham Park (City / deficit funding report style)	Total Budget 2025/26 £000	Total Budget 2026/27 £000	Movement 2025/26 Budget to 2026/27 Budget £000
Local Risk	628	759	131
City Surveyors - Repairs & Maintenance	120	125	5
Cyclical Works Programme (CWP)	978	1,162	184
Central Risk (inc. Depreciation / Investment income)	83	66	(17)
Recharges & Support Services	521	413	(108)
Capital and Projects	0	115	115
Total Net Expenditure	2,330	2,640	310
Depreciation (shown as Funds movement)	(84)	(67)	17
Investment income (shown as Self-Generated Income)	1	1	0
Total Grant Funding	2,247	2,574	327

Table 2 - West Ham Park (Charity / grant funding report style)	Total Budget 2025/26 £000	Total Budget 2026/27 £000	Unrestricted Budget 2026/27 £000	Restricted Budget 2026/27 £000	Variance F/(A) 2025/26 to 2026/27 £000
Core Grant (Local Risk)	628	759	759	0	131
Additional Grant	1,619	1,700	1,700	0	81
Capital / Projects	0	115	0	115	115
Total Grant Funding	2,247	2,574	2,459	115	327
Self-Generated Income	331	375	375	0	44
Total Income	2,578	2,949	2,834	115	371
Local Risk Expenditure	1,067	1,134	1,134	0	(67)
Central Risk Expenditure (excl. Depreciation)	0	0	0	0	0
City Surveyors - Repairs & Maintenance	120	125	125	0	(5)
Cyclical Works Programme (CWP)	978	1,162	1,162	0	(184)
Recharges & Support Services	521	413	413	0	108
Total Expenditure	2,686	2,834	2,834	0	148
Surplus / (Deficit)	(108)	115	0	115	223

Proposed Draft Revenue budget for 2026/27

10. The proposed 2026/27 draft budget is net expenditure of £2.640m an increase of £310k compared to the 2025/26 budget for the charity of £2.330m.
11. Appendix 1 provides details on budget movements between the 2025/26 budget and the 2026/27 proposed draft budget. Overall, there is an increase in net expenditure of £310k. The main reasons for this net expenditure increase are:
 - £189k increase in budgets for CWP projects managed by the City Surveyor relating to the agreed programme for the CWP backlog of works;

- £131k additional staffing costs. This is explained by additional costs budgeted for 2026/27 relating to the transfer of support services staff who were previously charged to the Directorate;
- £115k in capital expenditure relating to the replacement of the boiler in the changing room and replacement of the roof at the vehicle shed
- (£108k) net reduction in recharges and support services which is attributable to a decrease in recharges from the Directorate following a transfer of support services staffing costs to West Ham Park local risk budget

Staffing Statement

12. Analysis of the movement in staff related costs are shown in Table 3 below:

Table 3 – Staffing Statement

Budget 2025/26		Budget 2026/27	
Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000
12.84	766	15.12	871

Cyclical Works Programme

13. Table 4 below details the budgets held and proposed for the City Surveyor's CWP (please refer to the project list on Appendix 3 for details) and building repairs & maintenance:

Table 4 – CWP & City Surveyor Local Risk West Ham Park	Budget 2025/26 £'000s	Budget 2026/27 £'000
Cyclical Works Programme (CWP)	978	1,162
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	107	111
Cleaning (City Surveyor Local Risk)	13	14
Total CWP and City Surveyor	1,098	1,287

Grant Funding from City's Estate

14. Please note that as part of the move to the Grant Funding model, the charity's total proposed grant funding from City's Estate amounts to £2.459m for 2026/27, an increase of £212k (9.43%) compared with the 2025/26 budget. A reconciliation

setting out how the grant has been calculated for 2026/27 can be found in Appendix 2. The grant from City's Estate is comprised of the following elements:

- Core Grant (Local Risk) - £759k – an increase of £131k (20.86%)
- Additional Grant (City Surveyor Works) - £1.287m – an increase of £189k (17.21%)
- Additional Grant – Recharges and Support Services - £413k, a reduction of £108k (20.73%)

15. Please note that the grant does not include funding for depreciation as funding for any capital expenditure has previously been provided to the charity relating to the total purchase price of assets in the year that the expenditure took place. Depreciation is however funded from the charity's designated reserve held for tangible fixed assets with the £67k depreciation budgeted for 2026/27 as shown in Appendix 1 being funded from this reserve.

Draft Capital and Supplementary Revenue Project budgets for 2026/27

16. The latest estimated costs of the current approved Capital and Supplementary Revenue Projects are summarised below in Table 5:

Table 5 – West Ham Park Draft Capital and Supplementary Revenue Project budgets - 2026/27

Service	Project	Exp. Pre 01/04/25 £'000	2025/26 £'000	2026/27 £'000	2027/ 28 £'000	Later Years £'000	Total £'000
West Ham Park	West Ham Park Boiler Room			60			60
West Ham Park	West Ham Park Vehicle Shed			55	-		55
TOTAL WEST HAM PARK		0	0	115	0	0	115

17. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2026.

Corporate & Strategic Implications

Strategic implications – none

Financial implications – none

Resource implications – none

Legal implications – none

Risk implications – the net local risk budget (core unrestricted grant) has been set at a level which will make it challenging to breakeven in 2026/27 (and in future years) without calling

on reserves. This may therefore negatively impact delivery of core operations where additional cost savings and/or additional income are not achieved.

Equalities implications – none

Climate implications – none

Security implications – none

Conclusion

18. This report presents the proposed draft revenue and capital budgets for 2026/27 for West Ham Park charity for Members to consider and approve.

Appendices

- Appendix 1 – Statement of Financial Activities (SOFA) – West Ham Park
- Appendix 2 – Movement between 2025/26 and 2026/27 City's Estate Grant – West Ham Park
- Appendix 3 – West Ham Park CWP 2026/27 Project List

Niranjan Shanmuganathan

Finance Business Partner (Natural Environment)

Chamberlain's Department – Financial Services

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WEST HAM PARK							
Statement of Financial Activities	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Unrestricted
	2025-26	2025-26	2025/26	2026-27	2026-27	2026-27	2026-27
	FY Original Budget £000	FY Original Budget £000	FY Original Budget £000	FY Budget £000	FY Budget £000	FY Budget £000	Budget Variance F / (A) £000
Income							
City's Estate Grant Funding							
Core Grant (Local Risk)							
Core Grant	628	628	0	759	759	0	131
Pay Settlement Adjustment	0	0	0	0	0	0	0
Total Core Grant	628	628	0	759	759	0	131
Additional Grant							
Operational - Surveyors Works	1,098	1,098	0	1,287	1,287	0	189
Operational - Corporate Recharges & Support Services	521	521	0	413	413	0	(108)
Operational - Central Risk - Expenditure	0	0	0	0	0	0	0
Total Additional Grant	1,619	1,619	0	1,700	1,700	0	81
Capital and Projects							
Capital (Restricted)	0	0	0	0	0	0	0
Other Projects (Restricted)	0	0	0	0	0	0	0
Total Capital and Projects	0	0	0	0	0	0	0
Total City's Estate Grant Funding	2,247	2,247	0	2,459	2,459	0	212
Self-Generated Income							
Fundraising	19	19	0	62	62	0	43
Trading	311	311	0	313	313	0	2
Learning Income	0	0	0	0	0	0	0
Other Income	1	1	0	1	1	0	0
Total Self-Generated Income	331	331	0	376	376	0	45
Total Income	2,578	2,578	0	2,835	2,835	0	257
Expenditure							
Local Risk Expenditure							
Direct Employees	842	842	0	871	871	0	(29)
Indirect Employee Costs	16	16	0	12	12	0	4
Fundraising	0	0	0	2	2	0	(2)
Direct Trading	0	0	0	1	1	0	(1)
Learning Expenditure	0	0	0	0	0	0	0
Premises	72	72	0	96	96	0	(24)
Conservation and Ecology	42	42	0	36	36	0	6
Access, Safety & Visitor Management	1	1	0	6	6	0	(5)
Transport	25	25	0	50	50	0	(25)
Equipment, Furniture and Materials	45	45	0	54	54	0	(9)
Supplies and Services	24	24	0	6	6	0	18
Total Local Risk Expenditure	1,067	1,067	0	1,134	1,134	0	(67)
Central Risk Expenditure							
External Audit / Accreditation	0	0	0	0	0	0	0
Insurance	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
Total Central Risk Expenditure	0	0	0	0	0	0	0
City Surveyors Works - Repairs and Maintenance							
Cyclical Works Programme (planned / backlog)	978	978	0	1,162	1,162	0	(184)
Repairs and Maintenance (reactive)	120	120	0	125	125	0	(5)
Total City Surveyors Works	1,098	1,098	0	1,287	1,287	0	(189)
Total Operational Expenditure (Before Recharges)	2,165	2,165	0	2,421	2,421	0	(256)
Surplus / (Deficit) (Before Recharges)	413	413	0	414	414	0	1
Total Corporate Recharges & Support Services	521	521	0	413	413	0	108
Total Operational Expenditure (After Recharges)	2,686	2,686	0	2,834	2,834	0	109
Surplus / (Deficit) (After Recharges)	(108)	(108)	0	1	1	0	109
Central Risk - Depreciation	84	84	0	67	67	0	17
Surplus / (Deficit) After Depreciation	(192)	(192)	0	(66)	(66)	0	126
Restricted Capital Expenditure	0	0	0	0	0	0	0
Restricted Expenditure from Reserves (not analysed above)	0	0	0	0	0	0	0
Transfer (to) / from Fixed Asset fund	84	84	0	67	67	0	0
Transfer (to) / from Unrestricted Reserves	0	0	0	0	0	0	0
Transfer (to) / from Restricted Reserves	0	0	0	0	0	0	0
Surplus / (Deficit) After Transfer to / (from) Reserves	(108)	(108)	0	1	1	0	109
Total Revenue Expenditure	2,686	2,686	0	2,834	2,834	0	(148)
Total Capital Expenditure	0	0	0	0	0	0	0
Total Expenditure	2,686	2,686	0	2,834	2,834	0	(148)

Notes

1

2

2

Notes

1 £131k increase in core grant from City's Estate compared with 2025/26. This is explained by an inflationary uplift to operational budgets as well as funding provided for cost of living pay

2 £189k increase in City's Estate funding for works relating to the City Surveyor. This is primarily explained by additional expenditure incurred on the Cyclical Works Programme (CWP) to meet the backlog of works for projects falling under the CWP managed by the City Surveyor.

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Appendix 2

Movement between 2025/26 and 2026/27 Grant from City's Estate

West Ham Park	£000
Total City's Estate Grant Funding – 2025/26	2,247
Core Grant – 2025/26	628
Transfer of support services staff budgets from Directorate	101
Contingency funding for July 2024 pay award and employer's national insurance increases	7
3% uplift for inflation	23
Core Grant – 2026/27	759
Additional Grant – Surveyor Works – 2025/26	1,098
Re-phasing and backlog of works for Cyclical Works Programme (CWP)	184
Repairs and Maintenance (reactive)	4
Corporate cleaning contract costs	1
Additional Grant – Surveyor Works – 2026/27	1,287
Additional Grant – Corporate Recharges & Support Services – 2025/26	521
Recharges from corporate departments	16
Reduction in Directorate recharges	(23)
Removal of recharges from Learning Team	(101)
Additional Grant – Corporate Recharges & Support Services – 2026/27	413
Capital and Projects – 2025/26	0
West Ham Park Changing Room Boiler Replacement Improvements	60
Vehicle Shed Roof Replacement	55
Capital and Projects – 2026/27	115
Total City's Estate Grant Funding – 2026/27	2,574

Project Name	Total
West Ham Park - Nursery Building Complex - BOILER REPLACEMENT	30,000
West Ham Park - General - CORPORATE SIGNAGE OVERHAUL & REPAINT	21,000
West Ham Park - General - FOOTPATH RESURFACING	30,000
West Ham Park - Ornamental Gardens - FOOTPATH OVERHAUL (BRICK PAVOUR)	15,000
West Ham Park - Ornamental Gardens - BRIDGE INSPECTION/SURVEY	3,000
West Ham Park - Vehicle Shed, Mess Room (Nursery) - INTERNAL DECORATIONS	5,000
EN - West Ham Park - Vehicle Shed, Mess Room (Nursery) - LANDLORDS LIGHTING & POWER REWIRE	20,000
EN - West Ham Park - Vehicle Shed, Mess Room (Nursery) - BOILER REPLACEMENT	12,000
EN - West Ham Park - Paddling Pool, Filter House - PUMPSET & FILTERS REPLACEMENT	20,000
West Ham Park - Shelters - DECORATION FOR 3 x SHELTERS	20,000
West Ham Park - Shelters - SHELTER BENCHES REPLACEMENT	4,000
West Ham Park - Bandstand - EXTERNAL DECORATIONS/OVERHAUL	9,000
West Ham Park - Bandstand - MAJOR REFURBISHMENT	50,000
West Ham Park - Bandstand - ROOF/RAINWATER GOODS REPLACEMENT	30,000
West Ham Park - East Lodge - BATHROOM REFURBISHMENT	12,000
West Ham Park - East Lodge - EXTERNAL DECORATIONS	12,000
West Ham Park - East Lodge - KITCHEN REFURBISHMENT	30,000
West Ham Park - East Lodge - ROOF REPLACEMENT	36,000
West Ham Park - East Lodge - WINDOW REPLACEMENT	36,000
EN - West Ham Park - East Lodge - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	12,000
West Ham Park - South Lodge - BATHROOM REFURBISHMENT	12,000
West Ham Park - South Lodge - EXTERNAL DECORATIONS	5,000
West Ham Park - South Lodge - KITCHEN REFURBISHMENT	20,000
West Ham Park - South Lodge - ROOF REPLACEMENT (MAIN)	30,000
West Ham Park - South Lodge - WINDOWS REPLACEMENT	25,000
EN - West Ham Park - South Lodge - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	12,000
West Ham Park - South Lodge - RADIATORS REPLACEMENT	6,000
West Ham Park - Park Cottage - FENCING REPLACEMENT	20,000
West Ham Park - Park Cottage - HARDSTANDING REPLACEMENT	3,000
West Ham Park - Portway Lodge - BATHROOM REPLACEMENT	12,000
West Ham Park - Portway Lodge - EXTERNAL DECORATIONS	5,000
West Ham Park - Portway Lodge - KITCHEN REFURBISHMENT	20,000
West Ham Park - Portway Lodge - RAINWATER GOODS REPLACEMENT	4,000
EN - West Ham Park - Portway Lodge - ROOF INSULATION	2,000
West Ham Park - Portway Lodge - ROOF REPLACEMENT (MAIN)	20,000
West Ham Park - Portway Lodge - WINDOWS REPLACEMENT	25,000
EN - West Ham Park - Portway Lodge - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	12,000
West Ham Park - Portway Lodge - RADIATORS REPLACEMENT	6,000
West Ham Park - 1 Linden Cottage - BATHROOM REFURBISHMENT	12,000
West Ham Park - 1 Linden Cottage - EXTERNAL DECORATIONS	6,000
West Ham Park - 1 Linden Cottage - FOOTPATH REPLACEMENT	9,000
West Ham Park - 1 Linden Cottage - KITCHEN REFURBISHMENT	12,000
West Ham Park - 1 Linden Cottage - RAINWATER GOODS REPLACEMENT	4,000
EN - West Ham Park - 1 Linden Cottage - ROOF INSULATION	2,000
West Ham Park - 1 Linden Cottage - ROOF REPLACEMENT	20,000
West Ham Park - 1 Linden Cottage - WINDOWS REPLACEMENT	25,000
EN - West Ham Park - 1 Linden Cottage - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	12,000
West Ham Park - 1 Linden Cottage - RADIATORS REPLACEMENT	6,000
West Ham Park - 2 Linden Cottage - BATHROOM REFURBISHMENT	12,000
West Ham Park - 2 Linden Cottage - EXTERNAL DECORATIONS	6,000
West Ham Park - 2 Linden Cottage - FOOTPATH REPLACEMENT	9,000
West Ham Park - 2 Linden Cottage - KITCHEN REFURBISHMENT	12,000
West Ham Park - 2 Linden Cottage - RAINWATER GOODS REPLACEMENT	4,000
EN - West Ham Park - 2 Linden Cottage - ROOF INSULATION	2,000
West Ham Park - 2 Linden Cottage - ROOF REPLACEMENT	20,000
West Ham Park - 2 Linden Cottage - WINDOWS REPLACEMENT	25,000
EN - West Ham Park - 2 Linden Cottage - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	12,000
West Ham Park - 2 Linden Cottage - RADIATORS REPLACEMENT	6,000
West Ham Park - 1 Margery Park Cottage - BATHROOM REFURBISHMENT	12,000
West Ham Park - 1 Margery Park Cottage - EXTERNAL DECORATIONS	59,000
West Ham Park - 1 Margery Park Cottage - KITCHEN REFURBISHMENT	20,000
EN - West Ham Park - 1 Margery Park Cottage - ROOF INSULATION	2,000
West Ham Park - 1 Margery Park Cottage - WINDOWS REPLACEMENT	36,000
EN - West Ham Park - 1 Margery Park Cottage - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	12,000
West Ham Park - 1 Margery Park Cottage - RADIATORS REPLACEMENT	6,000
West Ham Park - 2 Margery Park Cottage - BATHROOM REFURBISHMENT	12,000
West Ham Park - 2 Margery Park Cottage - EXTERNAL DECORATIONS	6,000
West Ham Park - 2 Margery Park Cottage - GARAGE ROOF REPLACEMENT	6,000
EN - West Ham Park - 2 Margery Park Cottage - ROOF INSULATION	2,000
West Ham Park - 2 Margery Park Cottage - WINDOWS REPLACEMENT	36,000
EN - West Ham Park - 2 Margery Park Cottage - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	12,000
EN - West Ham Park - 240 Upton Lane - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	12,000
West Ham Park - 240 Upton Lane - RADIATORS REPLACEMENT	6,000
EN - West Ham Park - 242 Upton Lane - BOILER REPLACEMENT (INC TANK REMOVAL/CONVERT TO MAINS)	12,000
West Ham Park - Pavilion Office - EXTERNAL DECORATIONS	12,000
EN - West Ham Park - Pavilion Office - BOILER & HOT WATER SYSTEM REPLACEMENT	25,000
West Ham Park - Pavilion Office - RADIATORS REPLACEMENT	12,000
1,162,000	

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