



## Hampstead Heath, Highgate Wood and Queen's Park Committee

**Date:** MONDAY, 17 JULY 2023

**Time:** 4.00 pm

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

**Members:**

William Upton KC (Chair)	Caroline Haines (Ex-Officio Member)
Alderman Gregory Jones KC (Deputy Chairman)	Emily Hills, English Heritage
Deputy John Absalom	Michael Hudson
John Beyer	Lobo, Ramblers' Association
Councillor Marcus Boyland, London Borough of Camden	Wendy Mead
Timothy Butcher	Andrew McMurtrie (Ex-Officio Member)
John Foley	Councillor Arjun Mittra, London Borough of Barnet
Matthew Frith, London Wildlife Trust	Alethea Silk
Jason Groves	

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

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**Ian Thomas CBE**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

- a) To agree the public minutes and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 17 May 2023 (Pages 5 - 10)
- b) To note the minutes of the Hampstead Heath Consultative Committee meeting held on 19 June 2023

4. **INTRODUCTION OF THE NATURAL ENVIRONMENT DIRECTOR**

Natural Environment Director to be heard.

**For Information**

5. **ASSISTANT DIRECTOR'S REPORT**

Report of the Executive Director, Environment.

**For Information**

6. **HAMPSTEAD HEATH BATHING PONDS AND LIDO ANNUAL REVIEW 2022/23**

Report of the Executive Director, Environment.

**For Information**

7. **RISK MANAGEMENT UPDATE REPORT**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 11 - 24)

8. **REVENUE OUTTURN 2022/23 - HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK**

Report of the Executive Director, Environment.

**For Information**

9. **OPEN SPACES BUSINESS PLAN 2022/23 - YEAR END PERFORMANCE REPORT**

Report of the Executive Director, Environment.

**For Information**

10. **SENIOR OFFICER RECRUITMENT**

Report of the 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**

**Part 2 - Non-Public Agenda**

13. **EXCLUSION OF THE PUBLIC**

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

**For Decision**

14. **MARKETING APPROACH TO RETENDER CAFES AT HAMPSTEAD HEATH, HIGHGATE WOODS, QUEEN'S PARK AND GOLDERS HILL PARK**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 25 - 32)

15. **HISTORICAL INCOME REPORT (2017/18-2023/24) FOR HIGHGATE WOOD AND QUEEN'S PARK**

Report of the Executive Director, Environment.

**For Information**

16. **HISTORICAL INCOME REPORT (2017/18-2023/24) FOR HAMPSTEAD HEATH**

Report of the Executive Director, Environment.

**For Information**

17. **CORPORATE CHARITIES REVIEW SCOPING EXERCISE TO SUPPORT THE NATURAL ENVIRONMENT CHARITIES REVIEW**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 33 - 44)

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

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

**Part 3 - Confidential Agenda**

20. **TOM PHASE II UPDATE**

Executive Director, Environment to be heard.

**For Information**

## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE** **Wednesday, 17 May 2023**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 17 May 2023 at 4.00 pm

### **Present**

### **Members:**

William Upton KC (Chair)  
Alderman Gregory Jones KC (Deputy Chairman)  
Timothy Butcher  
Alethea Silk  
Andrew McMurtrie  
John Beyer  
Councillor Arjun Mittra  
Councillor Marcus Boyland  
Pauline Lobo  
Deputy John Absalom  
Jason Groves  
Michael Hudson

### **Officers:**

Blair Stringman	- Town Clerk's Department
Juliemma McLoughlin	- Executive Director, Environment
Clem Harcourt	- Chamberlain's Department
Joanne Hill	- Chamberlain's Department
Stefania Horne	- Natural Environment Department

### **1. APOLOGIES**

Apologies for absence were received from Caroline Haines, John Foley, Wendy Mead and Matthew Frith.

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

There were no declarations of interest.

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

The Committee received the order of the Court of Common Council held at the Guildhall of the City of London on Thursday 27th April 2023, which appointed the Committee and approved its Terms of Reference.

**RESOLVED** - That the order be noted.

### **4. ELECTION OF CHAIRMAN**

The Committee considered the report to elect a Chairman in accordance with Standing Order No. 29.

The Committee received an Expression of Interest from William Upton to be elected as uncontested Chair of the committee.

**RESOLVED** – That William Upton be declared as Chairman of the Committee for the ensuing year.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee considered the report to elect a Deputy Chairman in accordance with Standing Order No. 30.

The Committee received an Expression of Interest from Alderman Gregory Jones to be elected as uncontested Deputy Chair of the committee.

**RESOLVED** - That Alderman Gregory Jones be declared Deputy Chairman of the Committee for the ensuing year.

6. **MINUTES**

- a) The Committee considered the public and non-public minutes of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 8<sup>th</sup> February 2023.

It was noted that Jason Groves was in attendance of the meeting.

**RESOLVED** – That the public and non-public minutes and summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 8<sup>th</sup> February 2023, subject to the correction specified, be approved as an accurate record.

- b) The Committee considered the public minutes of the Hampstead Heath Consultative Committee meeting held on 17<sup>th</sup> April 2023.

**RESOLVED** – That the public minutes and summary of the Hampstead Heath Consultative Committee meeting held on 17<sup>th</sup> April 2023 be approved as an accurate record.

7. **APPOINTMENT OF SUB-COMMITTEES, CONSULTATIVE COMMITTEES AND GROUPS AND REPRESENTATIVES ON OTHER BODIES**

The Committee considered a report of the Town Clerk concerning the terms of reference and composition of the Hampstead Heath, Highgate Wood and Queen's Park Committee's consultative committees and groups, and the appointments it was invited to make to other bodies.

**RESOLVED** – That Members:

- Noted the terms of reference and composition of the Hampstead Heath Consultative Committee.
- Appointed John Foley to serve on the Hampstead Heath Consultative Committee, alongside the Chairman

- Agreed the terms of reference and composition of the Highgate Wood and Queen's Park Consultative Groups.
- Appointed Jason Groves to serve on the Highgate Wood Consultative Group and act as Chair. Agreed that two other Members of this Committee may be appointed to serve on the Highgate Wood Consultative Group at the next Committee meeting.
- Appointed Alethea Silk to serve on the Queen's Park Consultative Group. Agreed that two other Members of this Committee could be appointed at the next Committee meeting.
- Agreed that the action to appoint a local representative from this Committee to observe meetings of the Natural Environment Board be moved to the next Committee meeting.
- Appointed John Foley to serve on the Keats House Consultative Committee.

8. **APPOINTMENT OF THE MEMBER OF THE LONDON NATURAL HISTORY SOCIETY TO THE HAMPSTEAD HEATH CONSULTATIVE COMMITTEE**

The Committee considered a report of the Town Clerk concerning approval sought for the appointment of a new external Member of the Hampstead Heath Consultative Committee, nominated by the London Natural History Society, to represent ecological interests.

**RESOLVED** – That Members:

Appoint Liz Andrew, who was nominated by the London Natural History Society, as a Member of the Consultative Committee, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

9. **DIRECTOR'S REPORT**

The Committee received a report of the Executive Director, Environment concerning an update on matters relating to the work of the Natural Environment Division of the Environment Department since the last Committee in February 2023.

The Chairman noted the date for the Committee's next meeting was scheduled to hold on 19<sup>th</sup> July 2023 and observed that the meeting would clash with the Lord Mayors visit to the Epping Forest and may result in some Members missing either of the events.

**RESOLVED** – That Members:

- Note the report.
- Provide feedback on the contents of the report.

10. **ASSISTANT DIRECTOR'S REPORT**

The Committee received a report of the Executive Director, Environment regarding updates on matters relating to Hampstead Heath, Highgate Wood and Queen's Park since February 2023.

A Member requested that Officers organise an event to launch the Park and showcase the improvements made on the facility. In response Officers noted the project is expected to be completed in October and Officers would start organising an opening event suggested by the Committee.

**RESOLVED** – That Members:

- Agree the 2023-24 Annual Work Programme for Hampstead Heath, Highgate Wood and Queen’s Park.

**11. HAMPSTEAD HEATH ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

The Committee received a joint report of the Chamberlain and Executive Director, Environment concerning the Trustee’s Annual Report and Consolidated Financial Statements for the Year ended 31 March 2022 for Hampstead Heath (charity registration number 803392) in the format required by the Charity Commission.

Responding to a Members enquiry, Officers confirmed that financial statements can only be published after the accounts are fully audited and signed off by external auditors. Officers assured Members that the accounts were filled within the timeline prescribed by regulation and remarked that going forward they would be happy to provide draft of the accounts to the Committee for information.

**RESOLVED** – That the report be noted.

**12. HIGHGATE WOOD AND QUEEN'S PARK KILBURN ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022**

The Committee received a joint report of the Chamberlain and Executive Director, Environment concerning the Trustee’s Annual Report and Financial Statements for the Year ended 31 March 2022 for Highgate Wood and Queen’s Park Kilburn (charity registration number 232986) in the format required by the Charity Commission.

**RESOLVED** – That the report be noted.

**13. RISK MANAGEMENT UPDATE REPORT**

The Committee considered a report of the Executive Director Environment regarding the risk management procedures in place within the Environment Department and its Natural Environment Division are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011.

Members noted the possibility of reputational risk for the Corporation from the report. The Committee agreed they were not satisfied that appropriate systems were in place to mitigate the risks identified in the report and requested that an updated report be presented to the Committee at the next meeting, showing an achievable plan which would satisfactorily set out the key risks, top category of likelihood and identify factors that would mitigate the identified risks.



Members requested for Officers to provide further information to enable the Committee to send a report to the Resource Allocation Sub (Policy and Resources) Committee for consideration.

In response, Officers noted they would unpack the risk items in the report and revert to the committee with an updated Risk. Officers will also provide the result of the operational asset review.

**RESOLVED** – That Members:

- Review the risks faced by the charities.
- Were not satisfied that report satisfactorily set out the key risks and noted that appropriate systems had not been identified to mitigate key risks. It was agreed that a report would be brought back to Committee for review.

**14. HIGHGATE WOOD CONSULTATIVE GROUP ACTION POINTS**

The Committee received a report of the Executive Director, Environment concerning the Highgate Wood Consultative group meeting held on 19<sup>th</sup> April 2023.

**RESOLVED** – That the report be noted.

**15. QUEEN'S PARK CONSULTATIVE GROUP ACTION POINTS**

The Committee received a report of the Executive Director, Environment concerning the Queens Park Consultative Group meeting held on 24<sup>th</sup> April 2023.

**RESOLVED** – That the report be noted.

**16. SPORTS STRATEGY VERBAL UPDATE**

The Committee received an update of the Executive Director, Environment concerning a Sports Strategy.

**RESOLVED** – That the report be noted.

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

There were no questions.

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

There was no urgent business.

**19. EXCLUSION OF THE PUBLIC**

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

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

There were no questions.

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

There were no items of urgent business.

22. **CONFIDENTIAL MINUTES**

**RESOLVED** – that the non-public minutes of the meeting held on 8<sup>th</sup> February 2023 be approved as an accurate record.

**The meeting ended at 5.50pm**

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Chairman

**Contact Officer: Blair Stringman**  
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# Agenda Item 7

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	17 July 2023
<b>Subject:</b> Risk Management Update Report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>1, 2, 4, 11, 12</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Executive Director Environment	<b>For decision</b>
<b>Report author:</b> Joanne Hill, Business Planning and Compliance Manager	

## Summary

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

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

Each of the two charities holds a risk register which is summarised in the main body of this report and within the appendices.

The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a higher, strategic, level. The Cross-Divisional risks are summarised in this report and at Appendix 3.

## **Recommendation**

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the registers appended to this report satisfactorily identify the key risks to the charities and that appropriate systems are in place to effectively identify and mitigate risks.

## **Main Report**

### **Background**

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Each Committee to which the Natural Environment Division of the Environment Department reports receives an update on the risks of the charity or charities relevant to that Committee every quarter. Detailed risk registers are presented to Committees every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception.
4. The Executive Director Environment assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Each of the charities for which your Committee is responsible holds a risk register. All risks are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system (Pentana). Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 4.
6. The risk register for Hampstead Heath and the register for Highgate Wood and Queen's Park are summarised in the main body of this report and at Appendices 1 and 2. For each risk, officers are undertaking a range of actions to mitigate the effects.
7. The Natural Environment Director maintains oversight of all risks and holds a Cross-Divisional Risk Register containing risks which are common to most or all sites: individual charities hold their own specific risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director. This register also contains risks related to specific projects which are managed by the Director at a strategic level. The Cross-Divisional risks are summarised in

this report, with the summary risk register included at Appendix 3. The Cross-Divisional risks were presented to the Natural Environment Board for decision on 10 July 2023.

## Current Position

### Hampstead Heath Risks

8. The Hampstead Heath Risk Register, summarised below and at Appendix 1, contains **thirteen risks (two RED, ten AMBER, one GREEN)** which are owned and managed by the Assistant Director, North London Open Spaces, and her Management Team.

- **ENV-NE-HH 003:** Outbreak of fire in woodland/heathland (RED, 16)
- **ENV-NE-HH 007:** Maintenance of buildings and equipment (RED, 16)
- **ENV-NE-HH 004:** Climate and weather (AMBER, 12)
- **ENV-NE-HH 011:** Recruitment and retention of staff (AMBER, 12)
- **ENV-NE-HH 012:** Delivery of Capital Projects (AMBER, 12)
- **ENV-NE-HH 001:** Budget reduction and income loss (AMBER, 8)
- **ENV-NE-HH 002:** Long-term damage to site (AMBER, 8)
- **ENV-NE-HH 006:** Health and safety incidents (AMBER, 8)
- **ENV-NE-HH 009:** Supervised water facilities (AMBER, 8)
- **ENV-NE-HH 010:** Maintenance of water bodies (AMBER, 8)
- **ENV-NE-HH 013:** Tree failure (AMBER, 8)
- **ENV-NE-HH 005:** Plant and tree disease (AMBER, 6)
- **ENV-NE-HH 008:** Local planning issues (GREEN, 4)

9. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. **None of the risk scores have changed.**

### Highgate Wood and Queen's Park Risks

10. The Highgate Wood and Queen's Park Risk Register, summarised below and at Appendix 2, contains **eleven risks (two RED, eight AMBER and one GREEN)** which are owned and managed by the Assistant Director, North London Open Spaces, and her Management Team.

- **ENV-NE-HWQP 003:** Outbreak of fire in woodland/heathland (RED, 16)
- **ENV-NE-HWQP 007:** Maintenance of buildings and equipment (RED, 16)
- **ENV-NE-HWQP 004:** Climate and weather (AMBER, 12)
- **ENV-NE-HWQP 009:** Recruitment and retention of staff (AMBER, 12)
- **ENV-NE-HWQP 010:** Delivery of Capital Projects (AMBER, 12)
- **ENV-NE-HWQP 001:** Budget reduction and income loss (AMBER, 8)
- **ENV-NE-HWQP 002:** Long-term damage to site (AMBER, 8)
- **ENV-NE-HWQP 006:** Health and safety incidents (AMBER, 8)
- **ENV-NE-HWQP 011:** Tree failure (AMBER, 8)
- **ENV-NE-HWQP 005:** Plant and tree disease (AMBER, 6)

- **ENV-NE-HWQP 008: Local planning issues (GREEN, 4)**
11. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. **None of the risk scores have changed.**

### **Natural Environment Cross-Divisional Risks**

12. The Cross-Divisional Risk Register of the Natural Environment Division contains top-level risks. The majority of risks on the register are those which are common to most or all sites: individual charities hold their own specific risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.
13. The Cross-Divisional risks are owned by the Natural Environment Director and they have been recently reviewed in collaboration with the Natural Environment Senior Leadership Team.
14. On 10 July 2023, the Natural Environment Board receives a report on the nine Cross-Divisional risks summarised below (the Summary Risk Register is provided at Appendix 3 of this report for information).
- **ENV-NE 001: Health and Safety (RED, 24)**
  - **ENV-NE 003: Operational Property: Repair and maintenance of buildings and structural assets (RED, 24)**
  - **ENV-NE 007: Wanstead Park Reservoirs (RED, 24)**
  - **ENV-NE 004: Pests and diseases (RED, 16)**
  - **ENV-NE 002: Extreme weather and climate change (AMBER, 12)**
  - **ENV-NE 005: Impact of development (AMBER, 12)**
  - **ENV-NE 011: Recruitment and retention of staff (AMBER, 12)**
  - **ENV-NE 010: Budget pressures (AMBER, 8)**
  - **ENV-NE 009: Failure to implement the Charity Review (AMBER, 6)**

### **Risk Management Process**

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

### **Identification of New Risks**

18. New and emerging risks are identified through several channels, including:
- Directly by Senior Management Teams as part of the regular review process.
  - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
  - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services.

### **Corporate and Strategic Implications**

19. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
20. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into consideration as part of the development of the Natural Environment and City Operations Divisions' emerging strategies.
21. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

### **Conclusion**

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

### **Appendices**

- Appendix 1 – Hampstead Heath Summary Risk Register
- Appendix 2 – Highgate Wood and Queen's Park Summary Risk Register
- Appendix 3 – Natural Environment Cross-Divisional Risks - Summary Risk Register
- Appendix 4 – City of London Corporation Risk Matrix

### **Contact**

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# Hampstead Heath – Summary Risk Register













Generated on: 14 June 2023



Rows are sorted by Risk Score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-HH 003	Outbreak of Fire in Woodland / Heathland	16		6			
ENV-NE-HH 007	Maintenance of buildings and equipment *	16		16			
ENV-NE-HH 004	Climate and Weather	12		6			
ENV-NE-HH 011	Recruitment and retention of staff	12		6			
ENV-NE-HH 012	Delivery of Capital Projects	12		6			
ENV-NE-HH 001	Budget Reduction and Income Loss	8		6			
ENV-NE-HH 002	Long-term damage to site	8		6			
ENV-NE-HH 006	Health and Safety Incidents	8		4			
ENV-NE-HH 009	Supervised water facilities	8		6			
ENV-NE-HH 010	Maintenance of water bodies	8		6			

## Appendix 1

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-HH 013	Tree failure	8		6			
ENV-NE-HH 005	Plant and Tree Disease	6		4			
ENV-NE-HH 008	Local Planning Issues *	4		4			

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



## Highgate Wood and Queens Park – Summary Risk Register

Generated on: 14 June 2023

Rows are sorted by Risk Score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE-HWQP 003	Outbreak of fire in woodland / heathland	16		6			
ENV-NE-HWQP 007	Maintenance of buildings and equipment *	16		16			
ENV-NE-HWQP 004	Climate and Weather	12		6			
ENV-NE-HWQP 009	Recruitment and Retention of Staff	12		6			
ENV-NE-HWQP 010	Delivery of Capital Projects	12		6			
ENV-NE-HWQP 001	Budget Reduction & Income Loss	8		6			
ENV-NE-HWQP 002	Long-term damage to site	8		6			
ENV-NE-HWQP 006	Health and Safety Incidents	8		4			
ENV-NE-HWQP 011	Tree failure	8		6			
ENV-NE-HWQP 005	Plant and Tree Disease	6		4			
ENV-NE-HWQP 008	Local Planning Issues *	4		4			

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

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## Natural Environment Cross-divisional Risks – Summary Risk Register

Generated on: 14 June 2023

Rows are sorted by Risk Score

Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE 001	Health & Safety	24		12			
ENV-NE 003	Operational Property: Repair and maintenance of buildings and structural assets *	24		24			
ENV-NE 007	Wanstead Park Reservoirs (formerly CR32)	24		8			
ENV-NE 004	Pests and diseases	16		12			
ENV-NE 002	Extreme weather and climate change	12		6			
ENV-NE 005	Impact of development	12		6			
ENV-NE 011	Recruitment and retention of staff	12		4			
ENV-NE 010	Budget pressures	8		6			
ENV-NE 009	Failure to implement the Charity Review	6		3			

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

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

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

**(A) Likelihood criteria**

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

Page 23

**(B) Impact criteria**

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

**(C) Risk scoring grid**

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

**(D) Risk score definitions**

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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