

OSD EF Detailed Risk Report

Report Author: Martin Falder

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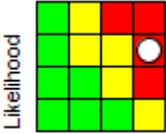
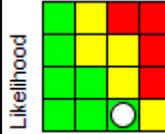


Rows are sorted by Risk Score

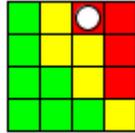
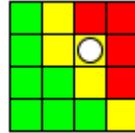
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 002 Decline in Assets condition 19-Aug-2015 Paul Thomson	Causes: Poor maintenance, failure to implement recommendations. Event: Failure to meet statutory regulations and checks. Buildings deteriorate to unusable/unsafe condition. Impact: Poor condition of Assets, loss of value, cost of repair. Fines from Local Authority, and other statutory bodies.	 Likelihood	24	Use of Forest Fund approved to bring five lodges to rental condition. 24 Jun 2019	 Likelihood	12	28-Feb-2020	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 002 d	Schedule of statutory checks and visits held and carried out by CS or delegated to site	Improved systems for CoL buildings has increased confidence in own compliance. Now extending programme to tenanted buildings through Licence checks. Raised issues of EPCs at residential lodges and how to incorporate. Due date indicates next scheduled update.	Jo Hurst	27-Jun-2019	31-Dec-2019
OSD EF 002 e	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required annually	Lodge occupiers received written confirmation of 2018 inspections. This year's inspection programme underway, to be extended to other properties eg FSC. Ongoing action, to be completed for the year by September.	Jo Hurst	27-Jun-2019	30-Sep-2019
OSD EF 002 g	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new	Since the last note very significant progress has been made at Gt Gregories. The progress % has been reviewed and changed as additional works have now been included under this Action.	Jeremy Dagley	27-Jun-2019	31-May-2020

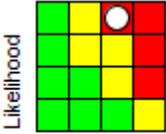
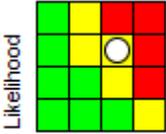
	building under the corporate insurance and create a maintenance budget for the upkeep if the building.	<p>The significant progress includes:</p> <p>Pen 1 drainage is now being dealt with by 2-weekly straw bedding/manure removal by licenced contractor. Fire Plan has been developed and a PIB box has been purchased for the site with full contents including a detailed site map and access routes for fire tenders. The front gate is being replaced with a stronger, more efficient sliding gate which will increase site security and ease of access for staff when moving cattle. A new CCTV camera is to be added to cover an additional vehicle parking space. A new welfare unit is now fully up and running with wi-fi and clothes drying facilities. The state-of-the-art cattle handling facility is now in place and in use. The main remaining work is to install electric lighting in the sheds and to provide additional roofed cattle sheds - which will be done through Project Gateway.</p>			
OSD EF 002 i	Seek capital funding for essential works to Aldersbrook changing facilities to meet safeguarding standards.	Gateway 1/2 feasibility study in progress.	Jacqueline Eggleston	27-Jun-2019	31-Oct-2019

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OSD EF 004 Raised Reservoirs 19-Aug-2015 Paul Thomson	Causes: Inadequate design, insufficient prescribed maintenance, leaks compromising dam integrity, failure to implement Panel Engineer's Recommendations, failure to keep dams clear of vegetation; failure to maintain Blue Books, failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse Impact: Loss of life. Damage to downstream land/property. Litigation. Risk of prosecution. Reputational harm. Damage to/loss of habitat and associated rare species. Fines from EA	 Likelihood	24	No change to current risk score. Target date has moved back to 2022 from August 2017, recognising the position at Wanstead. 24 Jun 2019	 Likelihood	4	31-May-2022	 Constant

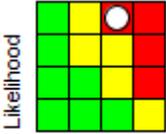
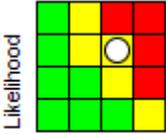
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OSD EF 004 a	Statutory inspection visits by engineer - 6 monthly in May and October	Inspections completed in January. Several mitigation works have been completed. Discussion of Wanstead Park Lakes was undertaken. Large scale works still need to be undertaken to reduce this risk.	Martin Newnham; Geoff Sinclair	24-Jun-2019	30-Apr-2020
OSD EF 004 b	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. Survey the outward toe of the dam pending decision on shared responsibility with London Borough of Redbridge	Ongoing action - no significant developments since previous update.	Geoff Sinclair	24-Jun-2019	31-Dec-2022
OSD EF 004 c	Weekly inspection of reservoirs / dam. Review the use of penstock gates	Ongoing action.	Martin Newnham	24-Jun-2019	08-Apr-2020
OSD EF 004 e	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Ongoing action. Still awaiting further work by DBE.	Geoff Sinclair	24-Jun-2019	31-Dec-2022
OSD EF 004 f	Rookery Wood, Tudor Square Pond actions. Copped Hall: DBE have carried out assessment works of the in-place dam structure and LiDAR mapping.	DBE to fund and plan maintenance works. This will be linked to Copped Hall Conservation Management Plan which has been completed and is currently out for consultation.	Geoff Sinclair	24-Jun-2019	31-Dec-2020

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<p>OSD EF 008 Invasive Non Native Species (INNS)</p> <p>19-Aug-2015 Paul Thomson</p>	<p>Causes: Lack of adequate controls on international trade encourages transmission of invasive non-native species; inadequate site biosecurity often through conscious public release of INNS within Forest</p> <p>Event: Sites become occupied by INNS which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some INNS have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a)</p> <p>Impact: loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>16</p>	<p>Oak Processionary Moth is currently the key INNS likely to cause the most problems for public health. The 2018 outbreak was dealt with successfully with all known nests removed. In 2019 the expectation is for nest numbers to show a step increase. The risk to public health will be managed by some spraying in the early seasons (by May) and then by nest removal. A contract has already been issued for both these elements of work The risk level remains the same at the moment because the expected increase in nest numbers may result in new challenges in relation to communications with our visitors.</p> <p>Increase in 2019/20 baseline OSD budget to cover £200k anticipated additional OPM costs.</p> <p>Crassula (New Zealand Pondweed) remain a problematic INNS for ponds but a trial control programme with funding may form apart of our 2019 Stewardship application.</p> <p>Other INNS are under control - e.g. Japanese Knotweed and Floating Pennywort.</p> <p>24 Jun 2019</p>	<p>Likelihood</p>  <p>Impact</p>	<p>12</p>	<p>01-Apr-2020</p>	<p></p> <p>Constant</p>

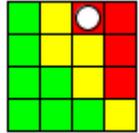
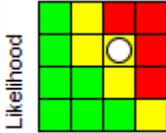
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 007 g	This action tracks work done to mitigate the spread of Oak Processionary Moth in Epping Forest.	This is a new action created to reflect work being done on OPM monitoring and spraying at a divisional level. Funding for OPM nest spraying has been approved for this year and progress will be monitored throughout the summer.	Jeremy Dagley	24-Jun-2019	31-Dec-2019
OSD EF 008 c	Develop an INNS policy - particular focus on OPM, although other pathogens and areas of concern to be tackled.	Progress made with Ramorum disease control and with INNS strategy for the 2019 season, with arborist officer appointed as lead on OPM matters. Other INNS need to be considered and no recent progress with Policy writing. An INNS position statement will be prepared at the end of the season (expected around December 2019) and this is expected to feed into the full policy (expected 2020). There will also be some horizon scanning carried out to consider likely new pest species.	Jeremy Dagley	27-Jun-2019	01-Jul-2020

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OSD EF 010 Development Consents close to Forest Land 19-Aug-2015 Paul Thomson	Causes: Lack of suitable protections in EF Acts; Planning Authorities obligations to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of resources to employ specialist support or carry out necessary monitoring/research Event: Large housing; transport infrastructure or other developments on land affecting Epping Forest. Impact: Change in character to the context and setting of Forest Land. Potential increase in visitor numbers and recreational pressure. Increased in air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network.	 Likelihood	16	SAMMs Interim Mitigation Strategy has been published and approved by Epping Forest District Council (Oct 2018) but not yet by other key local authorities - in particular London Boroughs. There is no SANGs Strategy in place in any local authority. In addition traffic and roads infrastructure remains a significant threat to site integrity and so the risk level remains the same. 24 Jun 2019	 Likelihood	12	30-Apr-2020	 Constant

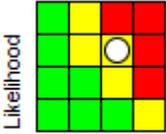
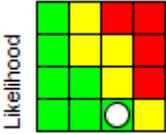
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OSD EF 010 a	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.	Representations have been made to the EFDC Examination in Public throughout May 2019. The EFDC Local Plan Habitats Regulations Assessment, however, has not addressed the avoidance or mitigation of air pollution and traffic increases. This remains a considerable risk to the Forest. A meeting took place with the London Boroughs and Natural England on 8th March to ensure Epping Forest SAC Mitigation Strategy is embedded in their Local Plans. Further work will be needed to ensure a full mitigation strategy is in place for the SAC across the key local authorities.	Jeremy Dagley	24-Jun-2019	31-Dec-2020
OSd EF 010 c	Development and ongoing work on the Forest Transport Strategy	Essex County Council has indicated that it could put some resources toward the Strategy. However, money set aside previously is no longer available. In the interim we have requested the raw traffic data from ECC that informed its Highways Assessment. In addition, we now await the results of the Examination-in-Public for the EFDC Local Plan.	Jeremy Dagley	24-Jun-2019	30-Apr-2021

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OSD EF 012 Loss of Forest Land and/or concession of prescriptive rights 19-Aug-2015 Paul Thomson	Causes: Lack of single definitive reference point for Epping Forest boundaries and accesses. Event: Failure to recognise encroachments or legal limitation by the failure to act within a reasonable period of time. Impact: compromising statutory responsibility through loss of Forest Land to encroachment; concession of prescriptive rights and loss of potential income; significant costs and jeopardy of litigation in recovering rights; harm to City of London's reputation as Conservators	 Likelihood	16	The risk remains the same level as the access audit is still ongoing and new accesses are being identified and remain to be assessed. In addition there is a case going to the Lands Tribunal in 2019 which may provide a precedent in terms of our vulnerability to prescriptive rights. 24 Jun 2019	 Likelihood	12	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 012 b	Establish timetable to undertake sequence of audits	Access audits for 3 compartments now completed. Target date for compartment survey completion is March 2020. Land agent to negotiate new agreements for remaining commercial wayleaves is being appointed.	Jeremy Dagley; Sue Rigley	24-Jun-2019	28-Feb-2021
OSD EF 012 c	Keeper team to undertake audits. this will be cyclical and ongoing	Ongoing regularly scheduled works.	Martin Newnham	24-Jun-2019	30-Apr-2020
OSD EF 012 d	Work with City Surveyors and Comptrollers and Solicitors department to consider if legal action is required to settle disputes. Ongoing	Broomhill Road dispute has been resolved. Land can now be registered as forest.	Sue Rigley	24-Jun-2019	20-Dec-2019

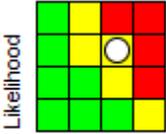
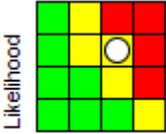
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OSD EF 016 Financial management and loss of income 18-May-2016 Paul Thomson	Causes: COL facing austerity efficiencies: revisions to EU common agricultural policy (CAP) regulation, transition to Basic Payment Scheme (BPS) and UK interpretation and tightening of qualifying eligibility criteria. Failure to deliver to spend profile may result in loss of budget; lack of skills/capacity to deliver income generation projects; unrealistic initial targets and deadlines. Possible impact of Brexit. Event: Reduction deficit funding from the COL; reductions in direct grant available from the Environment Agency or Rural Payments Agency (RPA) to deliver agricultural/conservation activity; especially conservation grazing. Division is unable to deliver spend to profile or income generation programmes to agreed targets and timescales. Adverse workload impact on service delivery. Impact: Reduction in income. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing partnership. Reduction / loss of biodiversity.	 Likelihood Impact	16	Plans are in place to resource needed investments into property to allow rentals or improved commercial income. Remains at red until such investment complete and improvements realised. 24 Jun 2019	 Likelihood Impact	12	31-Mar-2020	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 016 a	Apply for funding from the RPA - annual process	Annual claim was made in May 2019. Income expected to remain at around the same level as in previous years for the FY 2019-21. Further claims will be made in 2020 and 2021 as the scheme will run until May 2021 and then be replaced according to recent UK Government proposals.	Jeremy Dagley	24-Jun-2019	31-May-2021
OSD EF 016 e	Working budget reduction targets for next 3 years.	Awaiting clarification of long term budgets beyond 2019/20 and amount of savings required to be made. Some initial planning underway.	Paul Thomson	24-Jun-2019	30-Sep-2019

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OSD EF 003 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation Condition 19-Aug-2015 Paul Thomson	Causes: Lack of appropriate habitat & tree management (pollarding) and lack of grazing pressure; Invasive Non Native Species (INNS); anthropogenic nitrogen deposition; atmospheric pollution; and climate change. Event: Unfavourable assessment by Natural England. Impact: Decrease in % SSSI area in favourable condition (currently 35.42%); decrease in %SSSI area in unfavourable recovering (currently 48.24%); loss of current (HLS) and future grant (e.g. CSS) funding; harm to City's reputation. Fines from Natural England and Defra	 Likelihood  Impact	12	This risk remains unchanged as we are still in the process of seeking Stewardship funding and agreeing priorities for conservation maintenance works. 24 Jun 2019	 Likelihood  Impact	4	31-Dec-2020	 Constant

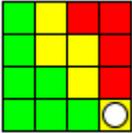
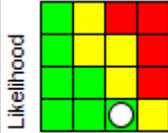
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OSD EF 003 a	Make CSS grant application to avoid loss of this vital income stream whilst ensuring habitat management targets sustainable across 10-year agreement period	CSS application is progressing well but will now be split into two applications - one in Aug 2019 and one in Aug 2020. Natural England have agreed that we can receive a 10-year agreement on Forest Land because of shared grazing. No commoners have come forward to apply under CSS and so it will remain a simpler process for us which has reduced the risk to the application.	Jeremy Dagley	27-Jun-2019	31-Dec-2020
OSD EF 003 b	Create plan of action for 5 compartments within existing resources to ensure consideration of priorities for CSS application	The Countryside Stewardship application has been changed and split into two, in agreement with Natural England (NE). The NE officer visited in December 2018 to check the compartments and agree an approach to habitat work. As a result, the 5 SSSI compartments are to be put into the 2nd application by August 2020. In preparation for the application, more detailed plans with site maps are being drawn up. Two compartments were completed in Feb 2019.	Jeremy Dagley	27-Jun-2019	20-Sep-2020
OSD EF 003 c	Remodel GEP as in-house operation to meet conservation objectives of approved Grazing Strategy building up number of livestock to optimise income and environmental benefits.	Grazing Audit completed by Dr Peter Dennis and report received. Committee Report to be prepared for July EF&C Committee and June Consultative Committee. Audit generally positive about the progress with the Grazing Expansion Plan. There were 7959 cow grazing days on the Forest in 2018. This represents a 55% increase on 2017. Furthermore, 72% of this grazing was within the invisible fenced areas which were increased by 50% in acreage of	Jeremy Dagley	27-Jun-2019	31-Jan-2020

		Forest covered. Since 2017, the increase in grazing within invisible fenced areas has been 112%. The grazing assets were increased with 10 new cows being added to the herd by November 2018. The Trading account remains in surplus at over £24K.			
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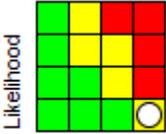
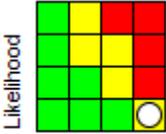
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OSD EF 007 Pathogens 19-Aug-2015 Paul Thomson	Causes: Lack of adequate controls on international trade encourages transmission of pathogens; inadequate site biosecurity; and spread of novel pathogens responding to changes in climate presence of suitable hosts. Event: Sites become infected by pathogens causing diseases which lead to the decline or loss of key species Impact: loss or decline of key species; temporary site closures; increased costs for biosecurity, monitoring and reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood	12	Ramorum disease remains the most significant pathogen/disease on site, however the risk rating is being reduced as the main sources of spore production (Larch trees and Rhododendron) have now both been felled and removed from the infected sites. Larch was removed early Feb 2019. 24 Jun 2019	 Likelihood	12	30-Jun-2020	 Decreasing

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OSD EF 007 a	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Ongoing action.	Geoff Sinclair	24-Jun-2019	08-Apr-2020
OSD EF 007 d	Sudden Oak Death - Yearly inspection of all Rhododendron and Larch. Tender of Larch removal (now completed). To be done yearly	The Larch were found to be clear of Ramorum disease and have been felled. Rhododendron regrowth at The Warren Plantation was sprayed off. Sweet Chestnut will still need monitoring in 2019. However, with the bulk of Rhododendron removed and all the Larch felled, the risk of spores spreading in quantity is assessed as low at the moment.	Jeremy Dagley	24-Jun-2019	31-Mar-2020
OSD EF 007 e	Need to develop a biosecurity policy and then implement.	The OPM outbreak is now dealt with under a separate risk action. The general Biosecurity Policy remains to be written for all the biosecurity risks. However, for Ramorum disease a protocol has been prepared and used by contractors during the Larch removal (see other risk actions). Once the OPM season is over, a Biosecurity Position Statement will be prepared (~December 2019), and this is expected to feed into full biosecurity policy and INNS policy expected 2020.	Jeremy Dagley	27-Jun-2019	30-Oct-2020

	control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used.				
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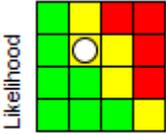
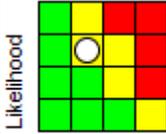
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OSD EF 014 Major Incident resulting in prolonged 'Access Denial' 19-Aug-2015 Paul Thomson	Causes: Pandemic; Human error, mechanical failure or deliberate act of terrorism. Event: Major incident, terrorism,; evacuation of East London; aircraft crash; failure of underground services; major pollution incident from M25 Pollution from septic tanks or cattle buildings. Impact: damage to and loss of Forest habitat; threat to existing conservation status of sites; reduced income from licensees unable to trade; costs of remediation and staff engagement. Fines from EA for pollution incidents	Likelihood  Impact	8	Reduction of risk will occur through joint problem solving and partnership working and implementing lessons learned in our after-action reviews. 24 Jun 2019	Likelihood  Impact	4	31-May-2020	 Constant

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OSD EF 014 a	Review and update emergency plan	Current plan being rewritten to reflect lessons learnt from major fire incident and to fall in line with CoL emergency plan format and guidelines. This is linked to LALO training and improved joint partnership working and response.	Martin Newnham	24-Jun-2019	31-Mar-2020

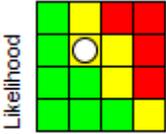
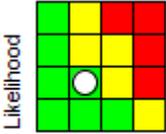
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OSD EF 015 Public behaviour 19-Aug-2015 Paul Thomson	Causes: Crime, irresponsible dog owners, rough sleepers, User conflict, trespass, alcohol, unlicensed activity. Event: Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social behaviour Impact: Bad PR, injury to visitors, insurance claims, police exclusion zones, rise in crime rates, illegal occupancy of Forest land. Increase in costs of managing public behaviour	 Likelihood	8	Through joint partnership and problem solving we seek to reduce anti-social behaviour via solutions with local authority and police. This is an ongoing process and risk, which means the target remains at current level (will be reviewed yearly or as required). 24 Jun 2019	 Likelihood	8	29-Feb-2020	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 015 b	PSPO's ideally required for all Boroughs. Currently in place for EFDC and LBWF Ongoing until Borough's make submissions for PSPO's / DCO's	PSPOs are now in force. DCOs are now defunct. We are working in partnership with local authorities and police partners to address any dog-related issues. We continue to use byelaws to deal with low-level dog-related matters.	Martin Newnham	24-Jun-2019	31-Oct-2019
OSD EF 015 c	Multi disciplinary approach with enforcement and outreach team. Protocol in place.	We now adopt a strategic partnership working model with the CoL and local authorities. We work jointly with outreach organisations to assess vulnerability and appropriate placements to improve rough sleepers' lives, e.g. through SHP and St. Mungos. We are currently members of the CoL Rough Sleepers Steering Group. There is an identified team member who leads on this subject.	Martin Newnham	24-Jun-2019	31-Oct-2019
OSD EF 015 d	Multi disciplinary approach with enforcement team ISA and sharing enforcement action CIWM training taking place to ensure EPA prosecution compliance	We have now employed two full-time equivalent posts with professional investigators / former police officers who now engage with local authority and policing partners to robustly investigate and prosecute any instances of flytipping in accordance with the DEFRA guidelines and legal framework in which we operate under EPA sections 33 and 34. This leads to criminal prosecutions.	Martin Newnham	24-Jun-2019	31-Mar-2020
OSD EF 015 e	Multi disciplinary approach required CPN and CPW being explored	This is an ongoing partnership working / solving model with local authorities and police partners.	Martin Newnham	24-Jun-2019	31-Mar-2020
OSD EF 015 f	Develop stronger links and become a trusted partner with	Ongoing, however significant development has gone on within the JESIP model with all	Martin	24-Jun-	31-Mar-

	EFDC, LBWF, LBR and LBN. New relationships with officers in local authorities need creating/developing following staff changes Ongoing action	emergency services and policing and local authority partners to problem solve collectively and look for long-term solutions. This is not always possible, but it is an aspiration.	Newnham	2019	2020
OSD EF 015 g	Cycling / horse-riding / walking endangering others with anti-social activity.	Ongoing action. We seek to address this through conflict resolution and joint partnership working.	Martin Newnham	24-Jun- 2019	31-Oct- 2019
OSD EF 015 h	Events are not sufficiently monitored for H&S resulting in our liability. Unlicensed activity / potential to endanger participants eg unqualified trainers.	Ongoing action. We have a robust licensing system which works with local authority safety advisory groups and emergency services to protect the public.	Martin Newnham	24-Jun- 2019	31-Dec- 2019

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 009 Severe Weather Events 19-Aug-2015 Paul Thomson	Causes: Severe gale and storm events, prolonged precipitation/increased precipitation events or restricted precipitation increasing Fire Severity. Event: Severe weather events including periods of drought; flooding; gales; and increased Fires Severity. Impact: Risk of injury or death to staff, visitors, contractors and volunteers. Loss of habitat/public access and intensification of visitor pressure on other areas of Forest; Damage/loss of rare/fragile habitats and species; Incidents increase demand for staff resources to respond to maintain public and site safety; loss of species, temporary site closures; increased costs for reactive management.	 Likelihood	6	Severe weather protocol reviewed. Worked well in recent storm events, although no extreme weather experienced in this period. 24 Jun 2019	 Likelihood	6	28-Feb-2020	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 009 a	Review and update plan	Ongoing, reviewed regularly. We have now adopted the CoL emergency plan format which is replicated at a local level to represent our specific needs.	Martin Newnham	24-Jun-2019	31-Mar-2020
OSD EF 009 g	Tree failures and collapses due to extreme weather events	Annual tree Safety survey completed. Identified High Risk trees all worked and lower risk trees will be worked on through the year. Tree Safety zone review completed for the Forest and Buffer lands.	Geoff Sinclair	24-Jun-2019	31-Dec-2019
OSD EF 009 h	Grass & Heathland Fire	London Fire Brigade hosted a joint working training day on the 28th February which concentrated on techniques, tactics, and procedures relating to emergency response to fires within Epping Forest. This is the result of lessons learned from the major incident at Wanstead flats and is part of ongoing partnership training.	Martin Newnham	24-Jun-2019	31-Aug-2019

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 013 Loss of knowledge in skilled staff/Difficulties in recruitment 19-Aug-2015 Paul Thomson	Cause: Previous reliance on memory-based rather than documentary records; Retirements amongst ageing workforce; Remuneration and benefits package increasing uncompetitive for market sector Event: Loss of knowledge and skills. Impact: Extra training needs, difficulty in recruitment or induction of new staff	 Likelihood Impact	6	EF Talent Management Strategy due by end 2019, but budget constraints may limit ability to enhance succession planning. 24 Jun 2019	 Likelihood Impact	4	30-Jun-2020	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 013 a	Identify key roles where officers are nearing retirement or expressing development needs or desire to leave COL/Open Spaces Review this data annually via PDR's and one to one's Succession plan drawn up by DMT and agreed by Superintendent/HR support for Key roles	Land Agent role currently awaiting recruitment, previous incumbent retained on reduced role, so knowledge/experience available for handover. No other roles currently identified.	Jo Hurst	24-Jun-2019	31-Aug-2019
OSD EF 013 b	Increase documentation of memory based knowledge Ensure that information needed for emergency situations and out of hours is written down forming part of a pack Move collected data onto the GIS system	Still awaiting delivery of CRM system - User Requirements compiled, chasing central support teams for update.	Jo Hurst; Martin Newnham	24-Jun-2019	30-Sep-2019
OSD EF 013 c	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR.	No change to status, funding constraints rarely allow for overlap, although occasionally possible, especially in cases of retirement, likely to decrease further with additional budget and recruitment constraints. Review of structures and resources across all teams - ongoing	Jo Hurst	24-Jun-2019	31-Dec-2019