

Committee:	Date:
Epping Forest and Commons Committee	6 July 2020
Subject: Epping Forest and The Commons Risk Management Report	Public
Report of: Director Open Spaces	For Decision
Report Author: Martin Falder, Project Support Officer	

Summary

This report provides the Epping Forest and Commons Committee with an update on the management of risks undertaken by the Open Spaces Department and the Epping Forest and the Commons Divisions. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. It is also reviewed regularly by the Management teams at Epping Forest and The Commons.

The Open Spaces Department reports on 10 departmental risks. These will next be submitted to the Open Spaces & City Gardens Committee on 14 July 2020.

Your Committee is responsible for five Registered Charities: Epping Forest (charity number 232990), Ashted Common (charity number 1051510), Burnham Beeches (charity number 232987), Coulsdon & Other Commons (charity number 232989) and West Wickham & Spring Park (charity number 232988). 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. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

There are fourteen risks managed by the Superintendent of Epping Forest. Seven of these risks are currently reported red and seven are reported amber.

There are ten risks managed by the Superintendent of The Commons. Two of these risks are currently reported red, seven amber and one green. There is one new risk at amber, one new risk at red, and one of the existing amber risks is proposed for removal.

Recommendation

Members are asked to note the report and:

- Approve the Epping Forest Risk Register included at Appendix 2.
- Approve The Commons Risk Register included at Appendix 3

- Approve the removal of one amber risk, TC 009 – Glider Operations – Kenley Airfield from The Commons Risk Register, which now falls under another existing risk heading, as explained in paragraph 20.
- Approve the addition of one red risk; TC 011 - Riddlesdown Quarry to The Commons Risk Register, as explained in paragraph 21.
- Approve the addition of one amber risk; TC 012 - Farthing Downs Cattle Grid to The Commons Risk Register, as explained in paragraph 22.

Main Report

Background

1. The Open Spaces Department's Risk Registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our Departmental and Divisional Risks are registered on the Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional Risk Registers, the Departmental Health and Safety Improvement Group, Divisional Health and Safety Groups and Risk Assessments. Departmental Risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis and Divisional Risks by Divisional Management Teams.
3. The Charity Commission requires Trustees 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. These risks are to be reviewed annually. Each Open Spaces Service Committee is presented with relevant risk registers to fulfil this requirement.

Current Departmental Position

4. The Departmental risks were reviewed by the Open Spaces and City Gardens Committee on 9 December 2019 following an informal risk challenge session in November with the Audit and Risk Management Committee.
5. The Senior Leadership Team reviewed the departmental risks on 8 June 2020. On 14 July, the Open Spaces and City Gardens Committee will receive a report on the following nine risks:
 - OSD 001 – Health and safety (Amber)
 - OSD 002 – Extreme weather and climate change (Amber)
 - OSD 004 – Poor repair and maintenance of buildings (Red)
 - OSD 005 – Pests and diseases (Red)
 - OSD 006 – Impact of development (Amber)
 - OSD 007 – Maintaining the City's water bodies (Red)
 - OSD TBM 001 – Maintaining tourism business at Tower Bridge and Monument (Amber)
 - OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber)
 - CR32 – Wanstead Park Reservoirs (Red)

6. Risks related to COVID-19 are managed corporately under a separate risk register which was accepted by Audit and Risk Management on 2 June 2020. Risks relevant to this committee have been attached at Appendix 7 for information.

Epping Forest

7. There are fourteen risks identified across Epping Forest. These are:

- EF 001 Increase in Health and Safety Incidents/Catastrophic Health & Safety failure (amber, score 6) (Reduced)
- EF 002 Decline in Assets Condition (red, score 24)
- EF 003 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition (amber, score 8) (Reduced)
- EF 004 Raised Reservoirs (red, score 24)
- EF 007 Pathogens (amber, score 12)
- EF 008 Invasive Non-Native Species (INNS) (red, score 16)
- EF 009 Severe Weather Events (amber, score 6)
- EF 010 Development Consents close to Forest Land (amber, score 12) (Reduced)
- EF 011 Wanstead Park – Heritage at Risk Register (amber, score 8)
- EF 012 Loss of Forest Land and/or Concession of Prescriptive Rights (red, score 16)
- EF 013 Loss of Knowledge in Skilled Staff/Difficulties in Recruitment (amber, score 6)
- EF 014 Major Incident Resulting in Prolonged ‘Access Denial’ (red, score 16) (Increased)
- EF 015 Public Behaviour (red, score 24) (Increased)
- EF 016 Financial Management and Loss of Income (red, score 16)

8. There are currently seven red risks and seven amber risks. There are currently no green risks.

9. EF 001 has been reduced to risk score 6 (from 8) to reflect the completed actions. EF 003 has been reduced to risk score 8 (from 12) to reflect Countryside Stewardship Agreement work. These both remain at Amber overall. Further details can be found in the report at Appendix 2.

10. EF 010 – Development Consents Close to Forest Land has been reduced to Amber (score 12) from Red (score 16) to reflect successful work completed with local authorities.

11. EF 014 – Major Incident resulting in prolonged ‘Access Denial’ has been increased to Red (score 16) to reflect that a major incident is currently in progress. Access to the Forest has been maintained during this period due to the successful implementation of emergency plans. Staff are working to alleviate the negative consequences and we hope to be able to reduce this by next report.

12. EF 015 – Public Behaviour has been increased to Red (score 24) to reflect the significantly increased visitor numbers and the commensurate increase in antisocial behaviour during this period. We aim to reduce this risk by the time of next report, but many of the factors affecting this are not within our sphere of control.

13. The target score for EF 002 has been increased to Red (score 24), to indicate expected position this time next year based on current resource allocation.
14. The target score is Red for three risks, Amber for eight risks, and Green for three risks. Actions are identified to help us achieve these target scores. Full details of these targets can be found at Appendix 2.
15. The detail of the individual Epping Forest risks is shown in Appendix 2. This also shows the actions that are being undertaken to reduce the current risk score to the target risk score.

The Commons

16. There are ten risks currently identified across the Commons. These are:
 - TC 001 Health and Safety Failure (amber, score 12) (Increased)
 - TC 002 Local Planning Issues (amber, score 12)
 - TC 004 Tree Diseases and Other Pests (red, score 16)
 - TC 005 Climate and Weather (amber, score 8)
 - TC 006 Pond Embankments, Burnham Beeches (green, score 2) (Reduced)
 - TC 007 Rural Payment Agency Grants (amber, score 8) (Reduced)
 - TC 009 Glider Operations – Kenley Airfield (amber, score 6) (Proposed for removal)
 - TC 010 Kenley Revival Project – Conservation Works (amber, score 6)
 - TC 011 Riddlesdown Quarry (red, score 24) (New)
 - TC 012 Farthing Downs Cattle Grid (amber, score 12) (New)
17. There are currently two red risks and seven amber risks. There is one green risk.
18. One risk score, TC 001 – Health and Safety Failure, has increased its score, but remains at Amber. This has been increased to reflect increased staffing pressures, although essential H&S work continues. Mitigation work remains in place. Further details on this risk can be found at Appendix 3.
19. The target for six of the risks is amber and the other four are green. Actions are identified to help achieve these target scores. Full details of how we intend to achieve these targets can be found at Appendix 3.
20. OSD TC 009 – Glider Operations – Kenley Airfield is proposed for removal as the work to ensure the safety of these operations has been completed and this is now a business as usual item which can be covered under standard Health & Safety works.
21. OSD TC 011 – Riddlesdown Quarry is a new risk encompassing works to secure the cliff face in light of a recent major rock fall into the car park below. This new risk is reporting at Red, rating 24. Further information about this risk can be found in Appendix 3.
22. OSD TC 012 – Farthing Downs Cattle Grid is a new risk regarding a cattle grid on a public highway which is at imminent risk of failure. This new risk is reporting at Amber, rating 12. Further information about this risk can be found in Appendix 3.

23. The detail of the individual risks for the Commons is shown in Appendix 3. This also shows the actions that are being undertaken to reduce the current risk score to the target risk score.

Corporate & Strategic Implications

24. The Departmental and Divisional Risk Registers will help us achieve the Corporate Plan 2018 – 2023 aim to:

- Shape outstanding environments

Within which they will help deliver the outcomes:

- We have clean air, land and water and a thriving and sustainable natural environment.
- Open spaces are secure, resilient and well-maintained.

25. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business top line objectives and associated outcomes:

- A. Open spaces and historic sites are thriving and accessible.
- B. Spaces enrich people's lives.
- C. Business practices are responsible and sustainable.

Conclusion

26. The need to systematically manage risk across the Department and at a Divisional level for Epping Forest and The Commons is addressed by the production of these Risk registers, as too are the requirements of the Charity Commission. This document will inform the collective risk across the Department's business activities.

Appendices

- Appendix 1 – Corporate Risk Scoring grid
- Appendix 2 – Epping Forest Divisional Risk Register
- Appendix 3 – The Commons Divisional Risk Register
- Appendix 4 – Matrix to show Epping Forests current and target risks on the Corporate risk scoring grid
- Appendix 5 - Matrix to show The Commons current and target risks on the Corporate risk scoring grid
- Appendix 6 – Risk History Report
- Appendix 7 – COVID-19 Risks & Actions Relevant to EFCC

Martin Falder, Project Support Officer

T: 020 7332 3514

E: Martin.Falder@cityoflondon.gov.uk