



Natural Environment Board

INFORMATION PACK

N.B: These matters are for information and have been marked * and circulated separately. These will be taken without discussion, unless the Clerk has been informed that a Member has questions or comments prior to the start of the meeting.

Date: THURSDAY, 1 MAY 2025

Time: 9.30 am

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

8. *YOUTH NATURAL ENVIRONMENT BOARD - PROGRESS UPDATE

The Committee to receive a progress update from Simon Lightman of King Edward's Witley.

For Information
(Pages 3 - 4)

9. *CLIMATE ACTION STRATEGY 2020 - 2040 - UPDATE

The Committee to receive a presentation by Officers of the Environment Department.

For Information
(Pages 5 - 28)

10. *RISK MANAGEMENT UPDATE REPORT

Report of the Executive Director, Environment.

For Information
(Pages 29 - 66)

Open Spaces

12. *TRANSFORMATION FOR THE NATURAL ENVIRONMENT CHARITIES – PROJECT UPDATE AND GOVERNANCE ARRANGEMENTS FOR IMPLEMENTATION PHASE

Joint Report of the Chamberlain and the Executive Director, Environment.

City Gardens

13. ***CITY GARDENS UPDATE - VERBAL**

The Committee to receive a verbal update from Officers from the Environment Department.

For Information

Agenda Item 8

Youth Natural Environment Board - Progress Update (April 2025)

1. Newsletter Development

Planning is underway for a youth-led newsletter that will serve as a key communication tool to share updates, showcase youth-led projects, highlight opportunities, and build visibility for the Board's work. The format, content themes, and distribution channels are currently being scoped.

2. Schools Sustainability Survey

The Board is developing a comprehensive sustainability survey to be distributed across City of London schools. The survey will gather insights from students, staff, and leadership on environmental awareness, current practices, and areas for development. This data will inform future interventions and support targeted change.

3. Sustainability Curriculum Development

In collaboration with the University of Surrey's Institute for Sustainability, a working group is designing a pilot sustainability curriculum. This will embed systems thinking, green skills, and climate literacy into the learning experience, with the potential for wider rollout following evaluation.

4. Environmental Accreditation Framework

YNEB has proposed the creation of a youth-led environmental accreditation framework for schools and youth organizations within the City of London Corporation's ecosystem. A working group will explore models that celebrate action, encourage progression, and maintain credibility.

5. Worshipful Company of Gardeners Collaboration

A proposal was reviewed for collaborative clean-up events with the Worshipful Company of Gardeners, beginning with a pilot project in Epping Forest. This partnership would offer a tangible opportunity for youth engagement in local environmental stewardship.

6. Schools Engagement Day

Planning is in motion for a City-wide Schools Engagement Day focused on environmental action. The event will encourage student-led initiatives across participating schools, aiming to build momentum, share practice, and promote civic participation.

7. Inter-School "Greenliness" Competition

An inter-school environmental competition is being scoped to inspire friendly competition, innovation, and measurable action among schools. The competition will include clear judging

criteria, a structured timeline, and meaningful recognition.

8. Green Futures Campaign

The Green Futures campaign will be launched as a City-wide sustainability challenge for young people. It aims to equip students with leadership experience, systems thinking, and practical green skills through the development of real-world projects with measurable social or environmental impact.

9. Beyond the Blue Project

Beyond the Blue is an international youth storytelling competition focused on ocean sustainability, developed in partnership with Commonwealth organisations. Youth participants across the Commonwealth will submit powerful images and personal narratives, which will be exhibited at the UN Ocean Conference and the Commonwealth Heads of Government Meeting (CHOGM). Exhibition structures are being co-designed with Indigenous artists using recycled plastic, blending cultural expression and environmental messaging.

10. International Engagement - Vanuatu Partnership

The Board is fostering a partnership with the Ministry of Climate Change in Vanuatu, creating space for intergenerational dialogue and international solidarity between youth-led environmental movements. This link strengthens the global dimension of YNEB's work and aligns with shared climate justice goals.

11. Research and Academic Partnerships

Efforts are ongoing to establish formal partnerships with research institutions to support monitoring, evaluation, and learning. Embedding academic insight from the outset will help ensure the Board's initiatives are evidence-informed and capable of generating broader policy learning.

This update will be presented by youth representatives at the Natural Environment Board on 1 May 2025.

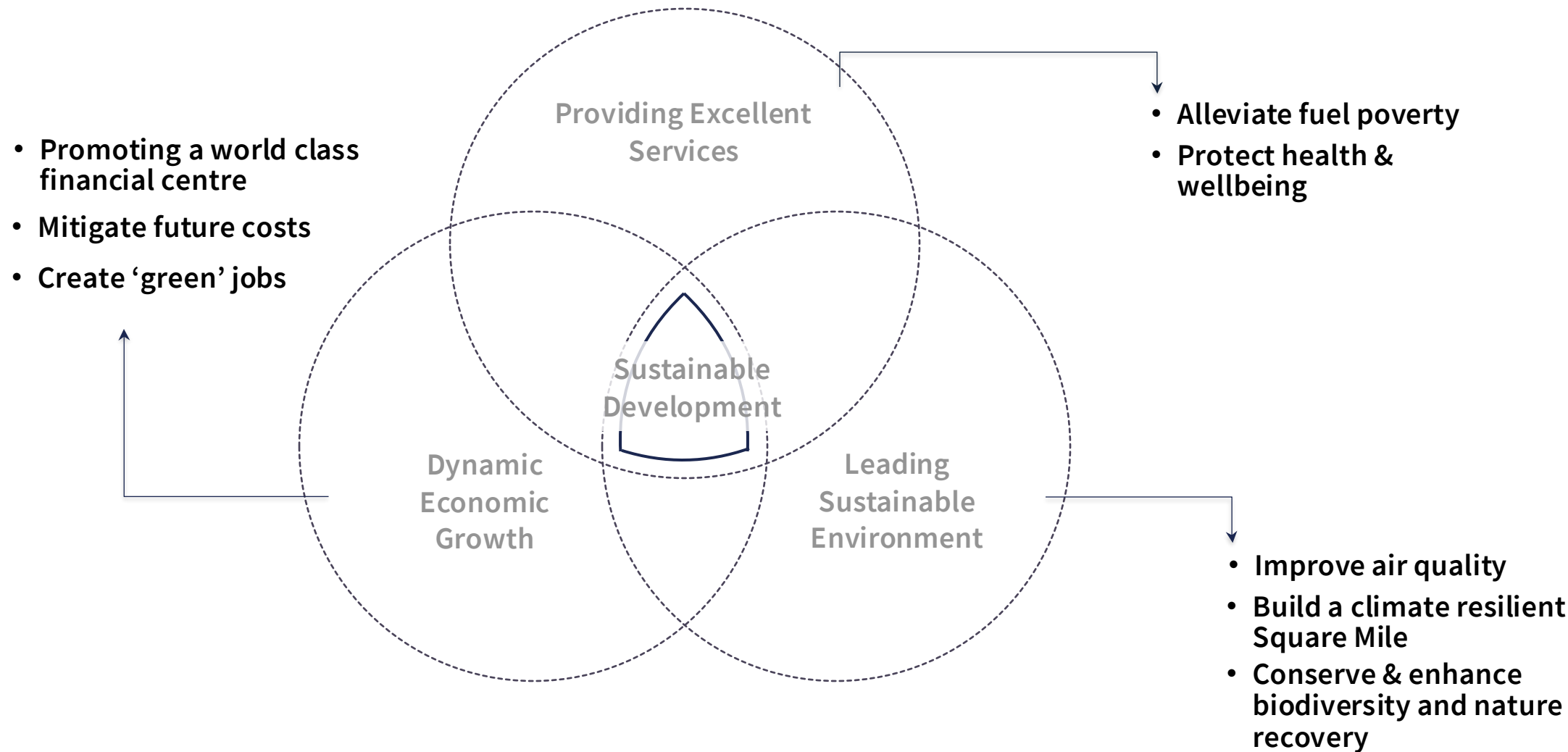
Climate Action Strategy

2020-2040

Natural Environment Board

May 2025

Climate Action contributes to the City Corporation's aims



The City Corporation has committed to achieving...

Four objectives

Page 7



Net zero by 2027

in the City Corporation's
operations



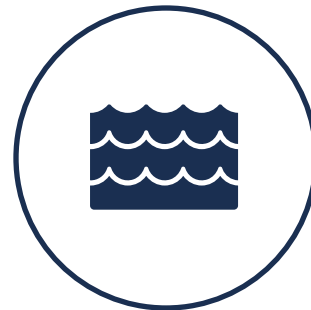
Net zero by 2040

across the City Corporation's
full value chain



Net zero by 2040

in the Square Mile



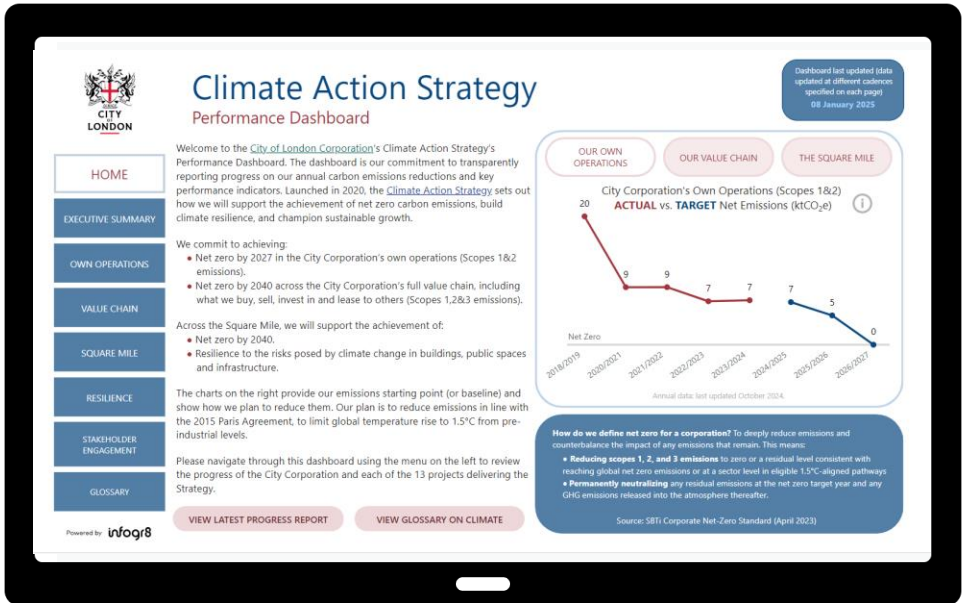
Climate Resilience

Climate resilience in our
buildings, public spaces and
infrastructure

Progress reporting & transparency

We committed to regular progress reporting and performance tracking

Page 8



Click here
to open

Our Climate Action Performance Dashboard




Click here
to open

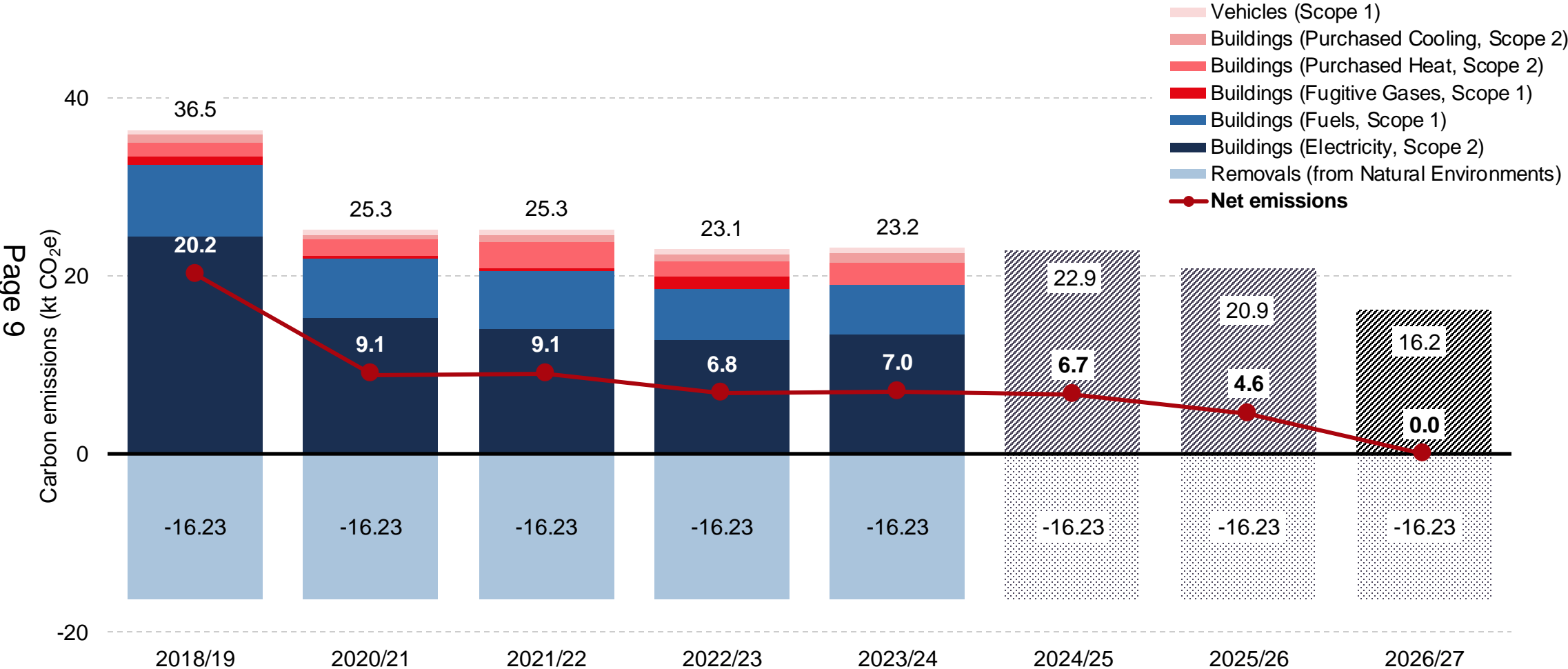
**Our Annual Progress Report
(published Nov '24)**

Net zero in our own operations by 2027

Our operational estate and vehicle fleet emissions (Scopes 1 & 2) is in progress to meet net zero by 2027



Status:
In progress



CAS Projects

12 projects delivered by local teams, managed as a central Programme

Page 10

Net zero by 2027



Operational Property & Housing (landlord areas)



Carbon Removals

Net zero by 2040 (CoLC)



Capital Projects (Design Standards)



Investment Property



Purchased Goods & Services



Financial Investments

Net zero by 2040 (Square Mile)



Square Mile (including Heat Networks)



Transport

Climate Resilience



Building Resilience



Cool Streets & Greening



Mainstreaming Resilience



Strategic Implementation Support

Cool Streets & Greening

The City is forecast to experience hotter, drier summers and warmer, wetter winters. CSG aims to reduce the impact of this climate change through:

Developing, trialling and assessing **resilience measures**

Introducing **sustainable drainage**

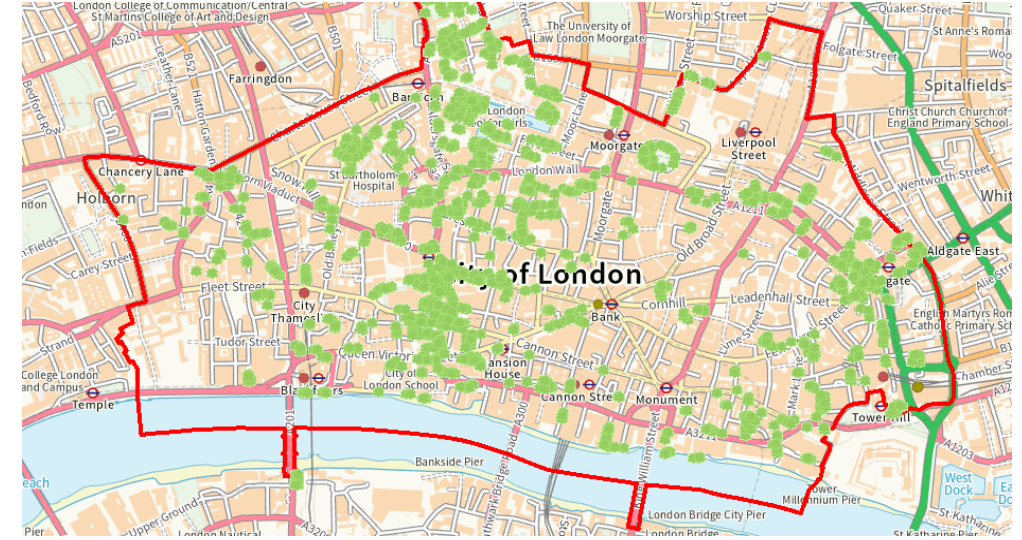
Creating new **green public space**

Key achievements so far

- Cubic Mile project to map and plan for underground space in the City
- Over 30 resilience measures tested
- Greening implemented at 25 locations in the City
- Coordinated delivery across multiple teams for effective delivery at pace
- On street temperatures up to 6°C cooler under trees, compared to no trees

What's next?

- At least 30 new street trees
- Completion of additional greening sites, including Finsbury Circus, Fann Street & St Peter Westcheap and Lloyds Avenue



Carbon Removals

City Corporation green spaces sequester **16,230 tCO₂e/year**.

The Carbon Removals project aims to:

- **protect** existing sequestration from climate change,
- create 210 tCO₂e **additional sequestration** before 2027
- increase biodiversity

Key achievements so far

- Complex desk-based baseline assessed multiple times
- First 'spade in the ground' for CAS, creating Patmore's wildflower meadow
- Project rescope to account for effects of climate change
- Resourcing, upskilling and capacity building
- Copped Hall meadow planting (116 tCO₂e/year)
- Deer management, fire protection measures

What's next?

- **Continue protection:** deer management, drought and flood management, fire protection, squirrel surveys
- **Continue additionality:** Copped Hall, Patmore's, Hampstead Heath, Wanstead Park, Queen's Park
- Measurement & monitoring
- **Studies:** beavers, pine martens, pollards for sequestration, CO₂ from the ground up



What's next?

Scoping the future of CAS, assessing costs and benefits of future delivery

- Page 13
1. Strategy development & target setting
 2. Buildings (commercial)
 3. Buildings (residential)
 4. Square Mile
 - 5. Carbon removals & nature recovery**
 6. Climate resilience
 7. Financial investments

Carbon Removals & Nature Recovery

- Assess successes and learnings from existing programme
- Identify further opportunities for carbon removals and nature recovery, considering:
 - ecosystem services,
 - potentially diverging interests,
 - income generation (BNG)
- Produce a costed implementation plan
- Develop a Nature Recovery Strategy for COLC

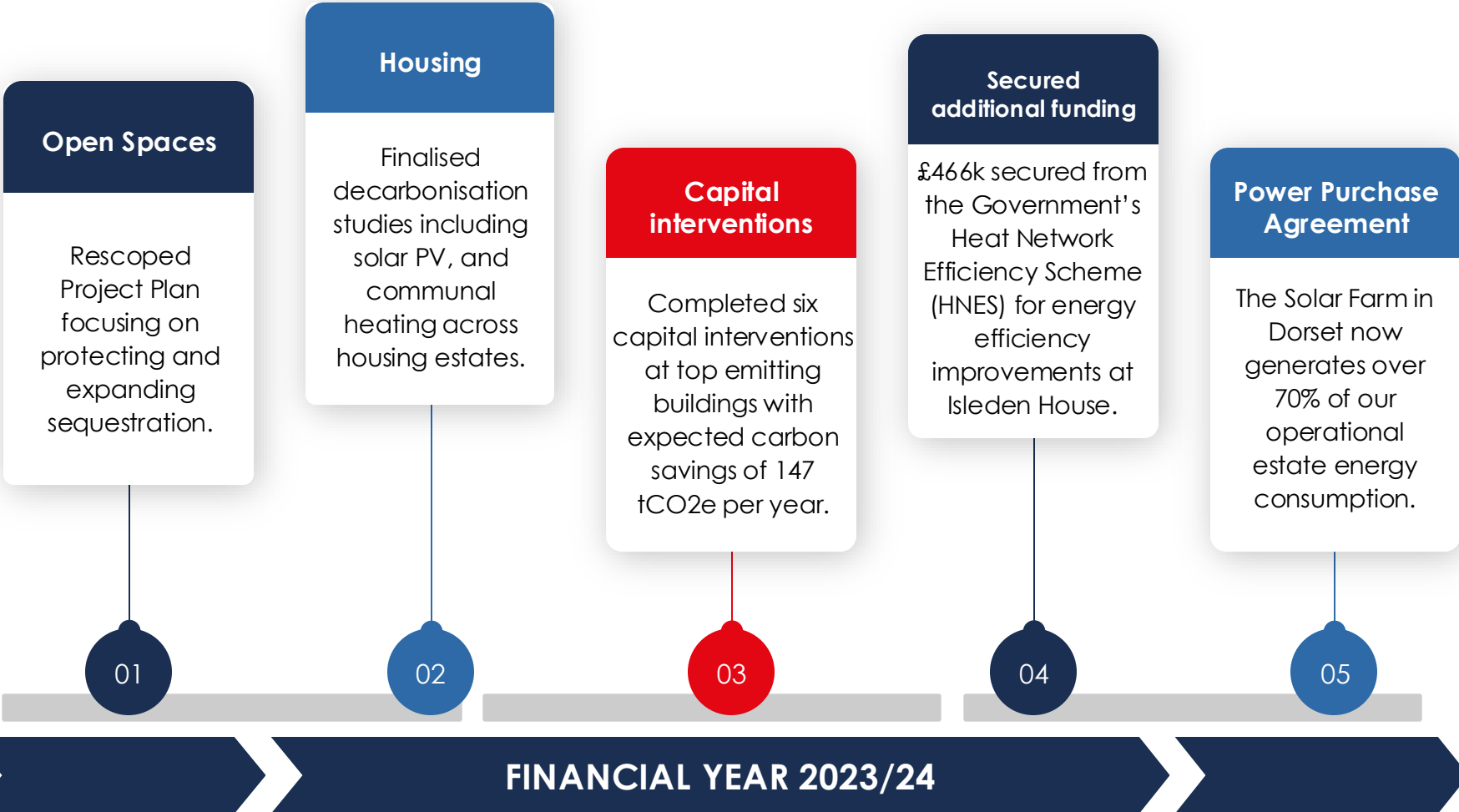
Questions?

References

Net zero in our own operations by 2027

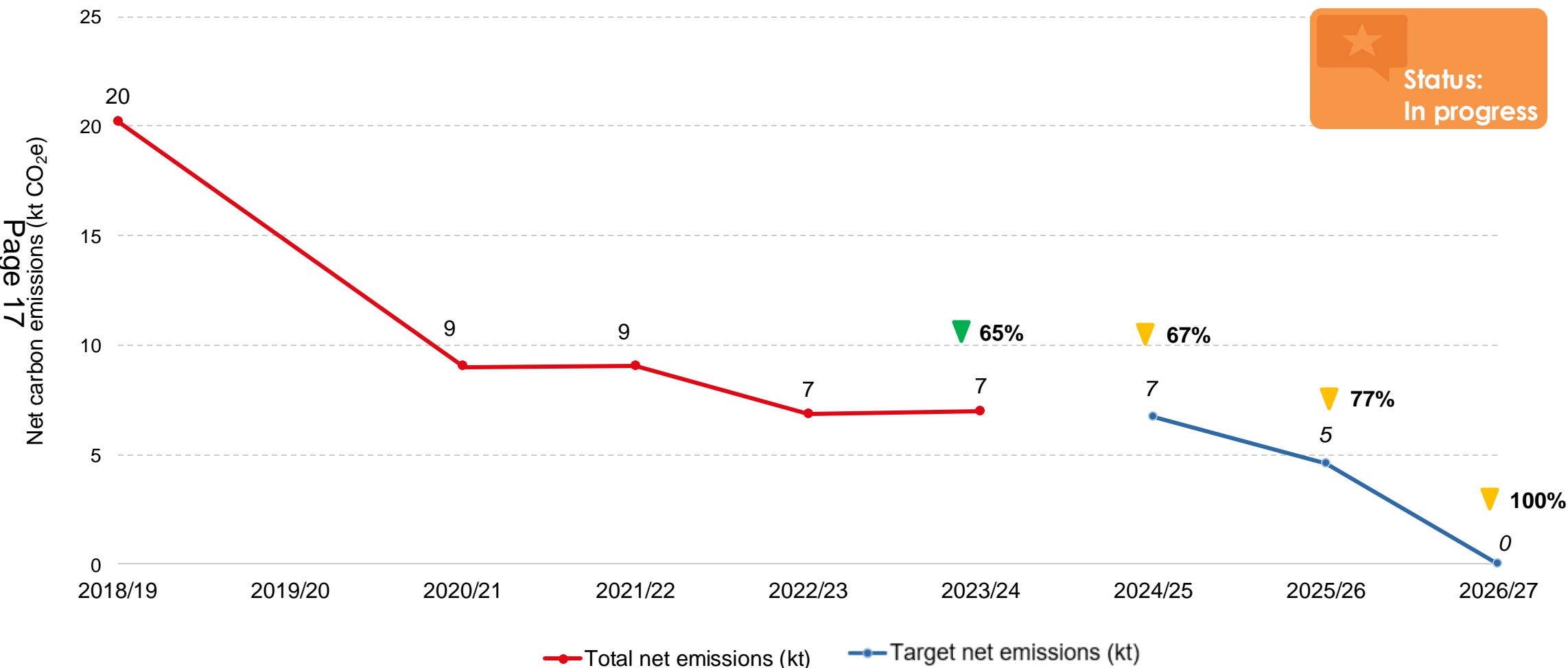
Operational Buildings & Housing (Landlord Areas), Carbon Removals

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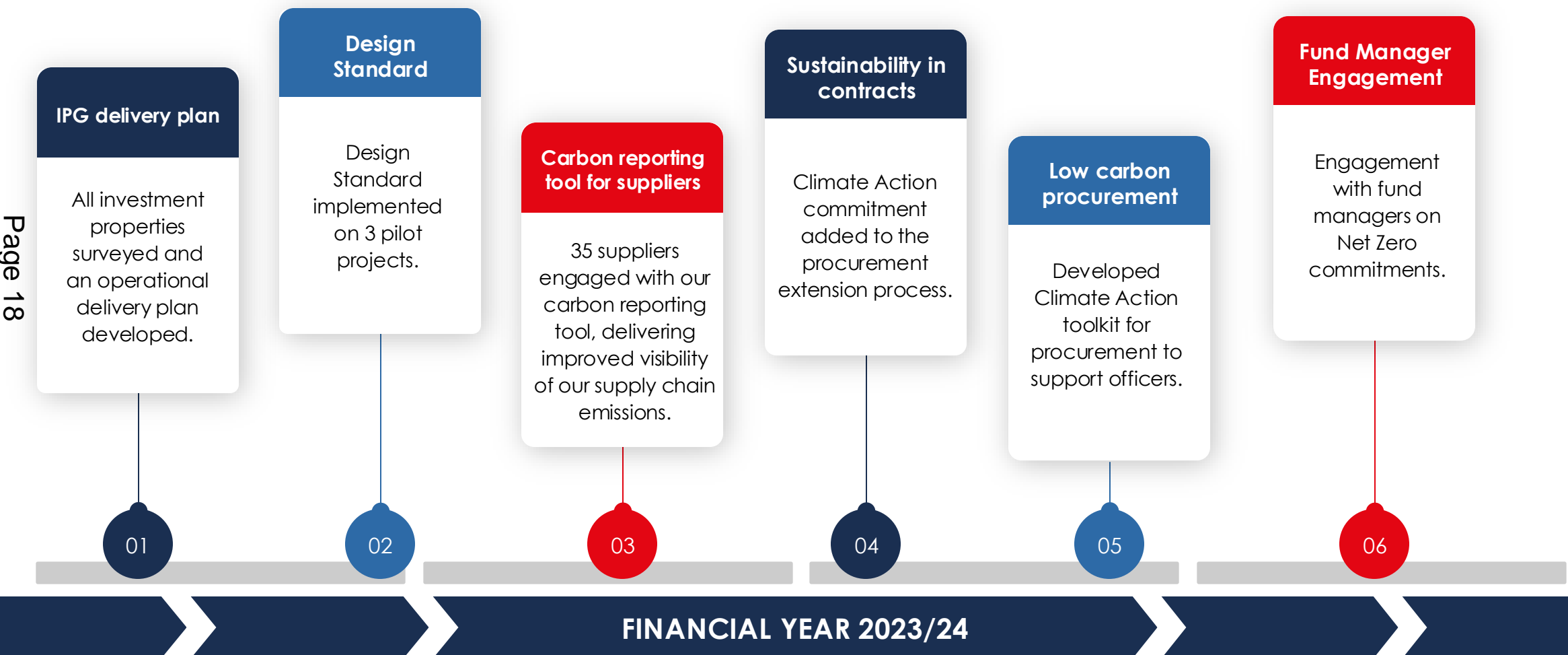
Net zero in our own operations by 2027

Our operational estate and vehicle fleet emissions (Scopes 1 & 2) is in progress to meet net zero by 2027



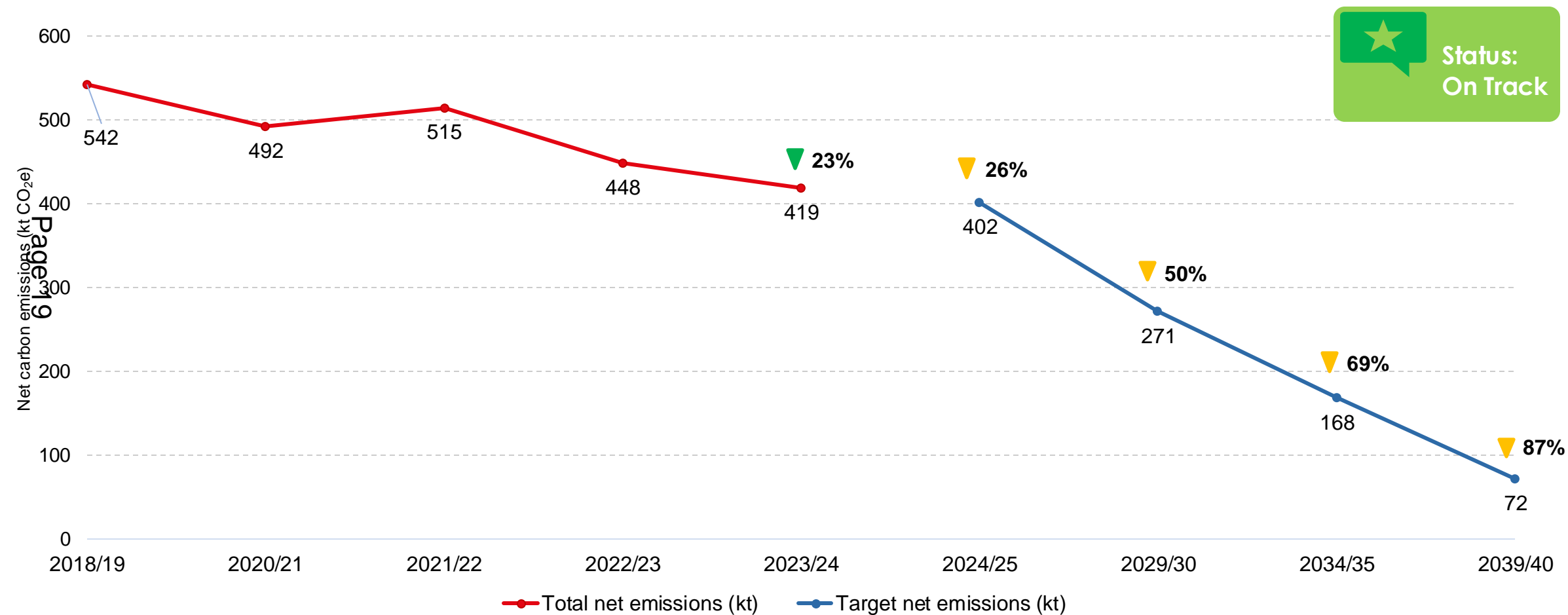
Net zero in our value chain by 2040

Financial Investments, Investment Properties, Purchased Goods and Services, Design Standards




Net zero across the CoLC's value chain by 2040

Our value chain emissions, all we buy, sell and invest in (Scopes 1, 2 and 3) is on track to meet net zero by 2040

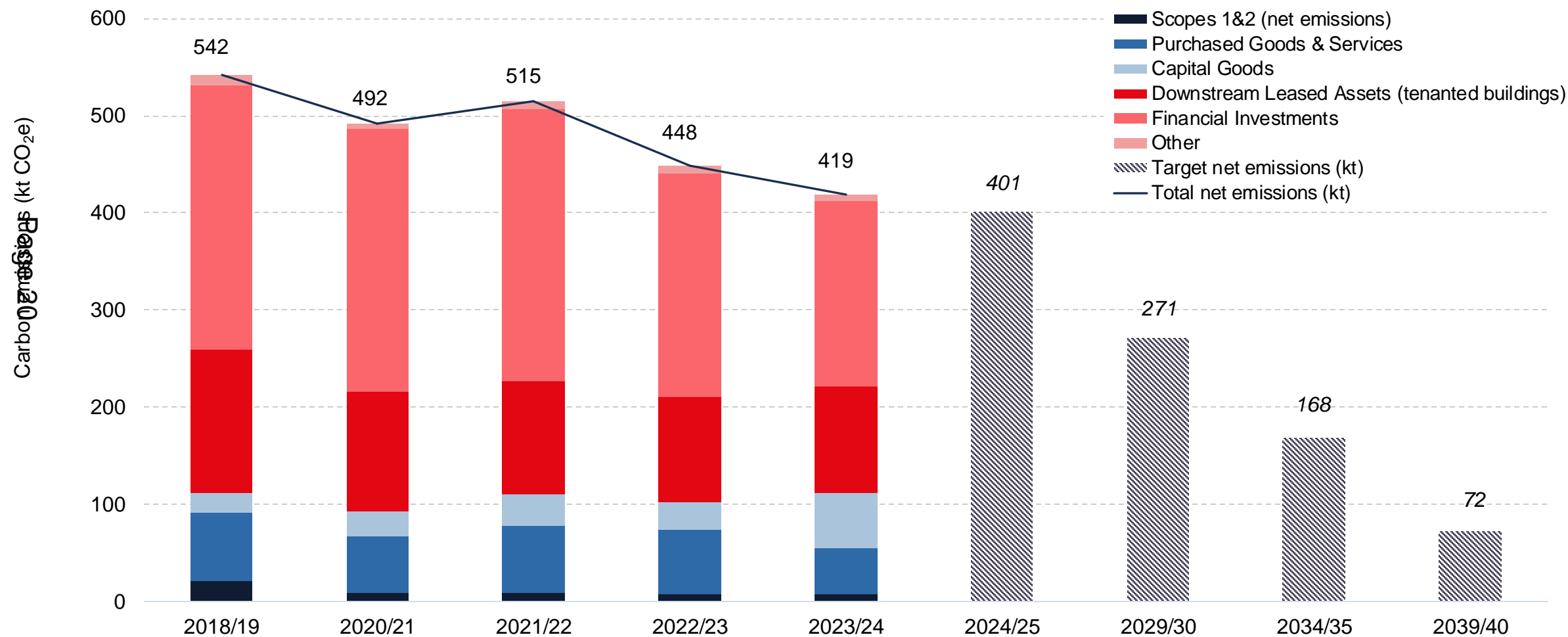


Net zero across the CoLC's value chain by 2040



Status:
On Track

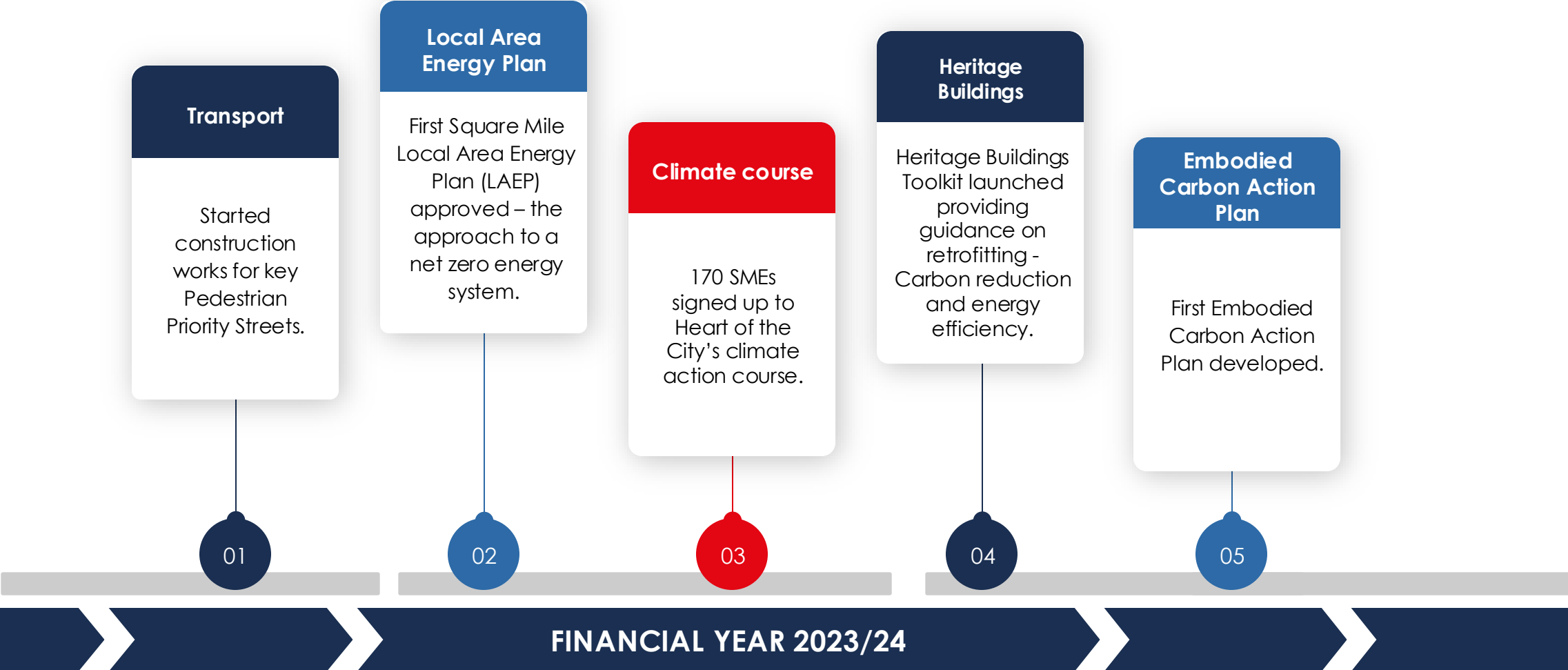
Our value chain emissions, all we buy, sell and invest in (Scopes 1, 2 and 3) is on track to meet net zero by 2040



Net zero in the Square Mile by 2040

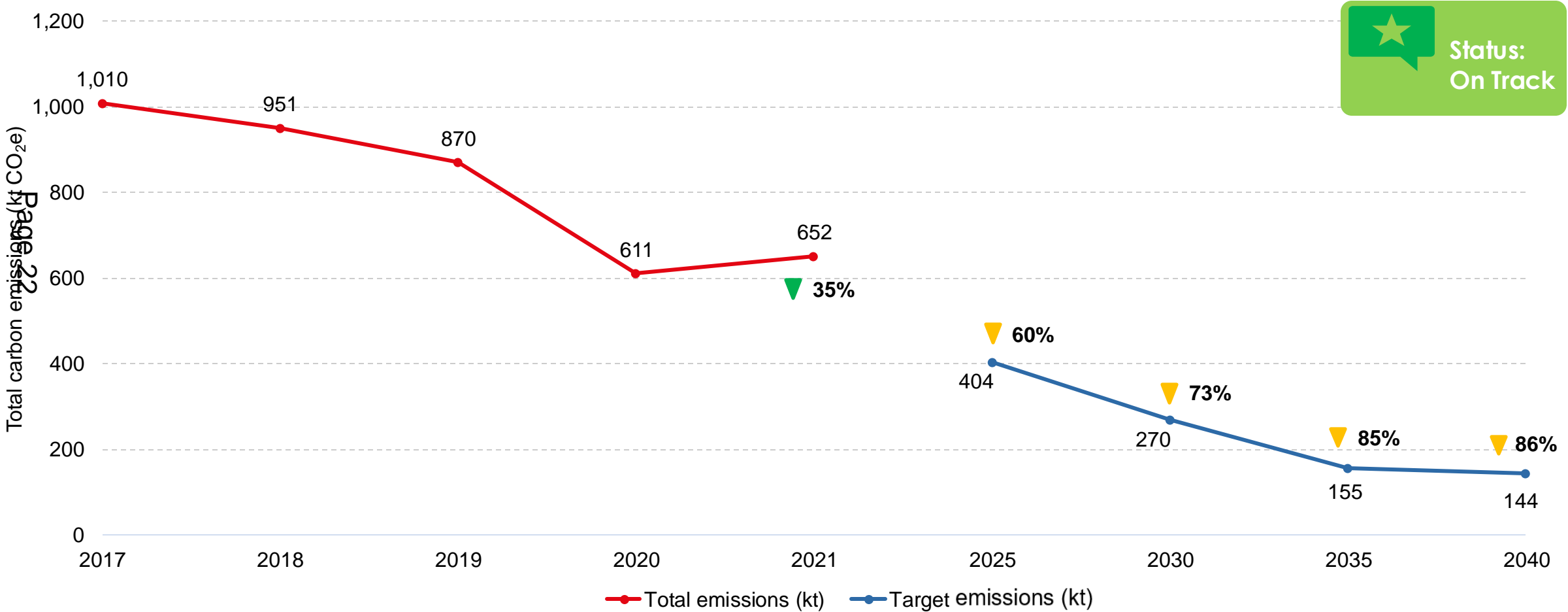
Transport, Square Mile, Heart of the City

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Support net zero across the Square Mile by 2040

The Square Mile is on track to reach net zero by 2040

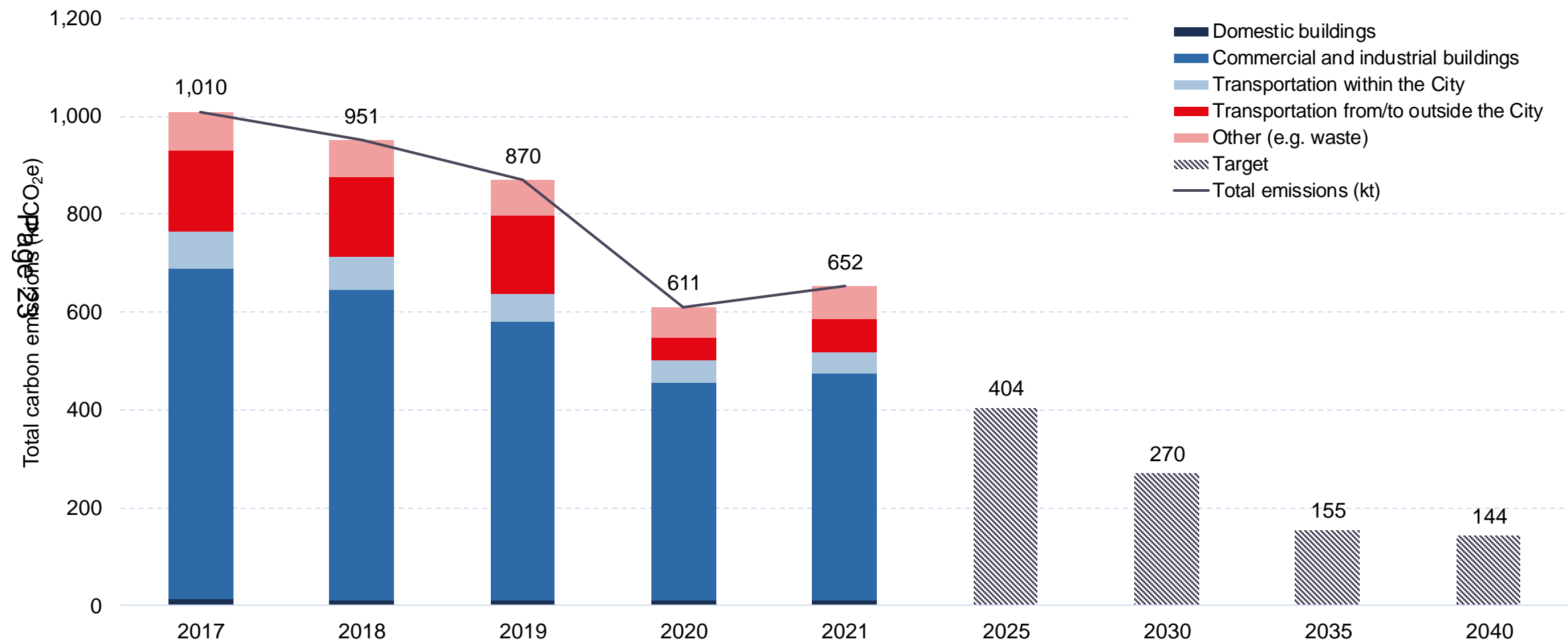


Support net zero across the Square Mile by 2040



Status:
On Track

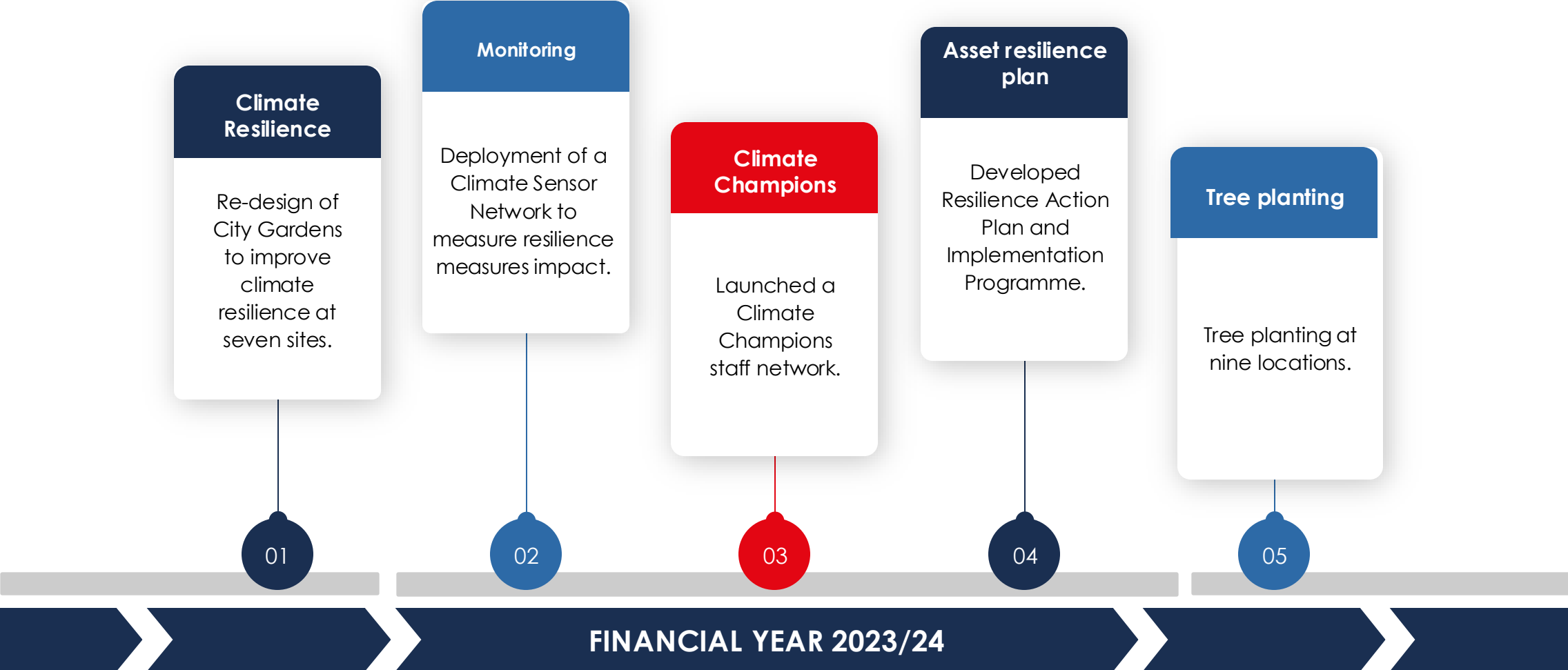
The Square Mile is on track to reach net zero by 2040



A more resilient Square Mile

Cool Streets & Greening, Mainstreaming Climate Resilience, Resilient Buildings

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What can you do?

In support of the Climate Action Strategy

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Promote our Climate Action Dashboard and Progress Report



Scrutinise reports and decisions in committee to consider climate action



Promote our Heritage Building Retrofit Toolkit in your ward



Encourage businesses to develop net zero plans



Promote Heart of the City's Climate Action Toolkit for SMEs



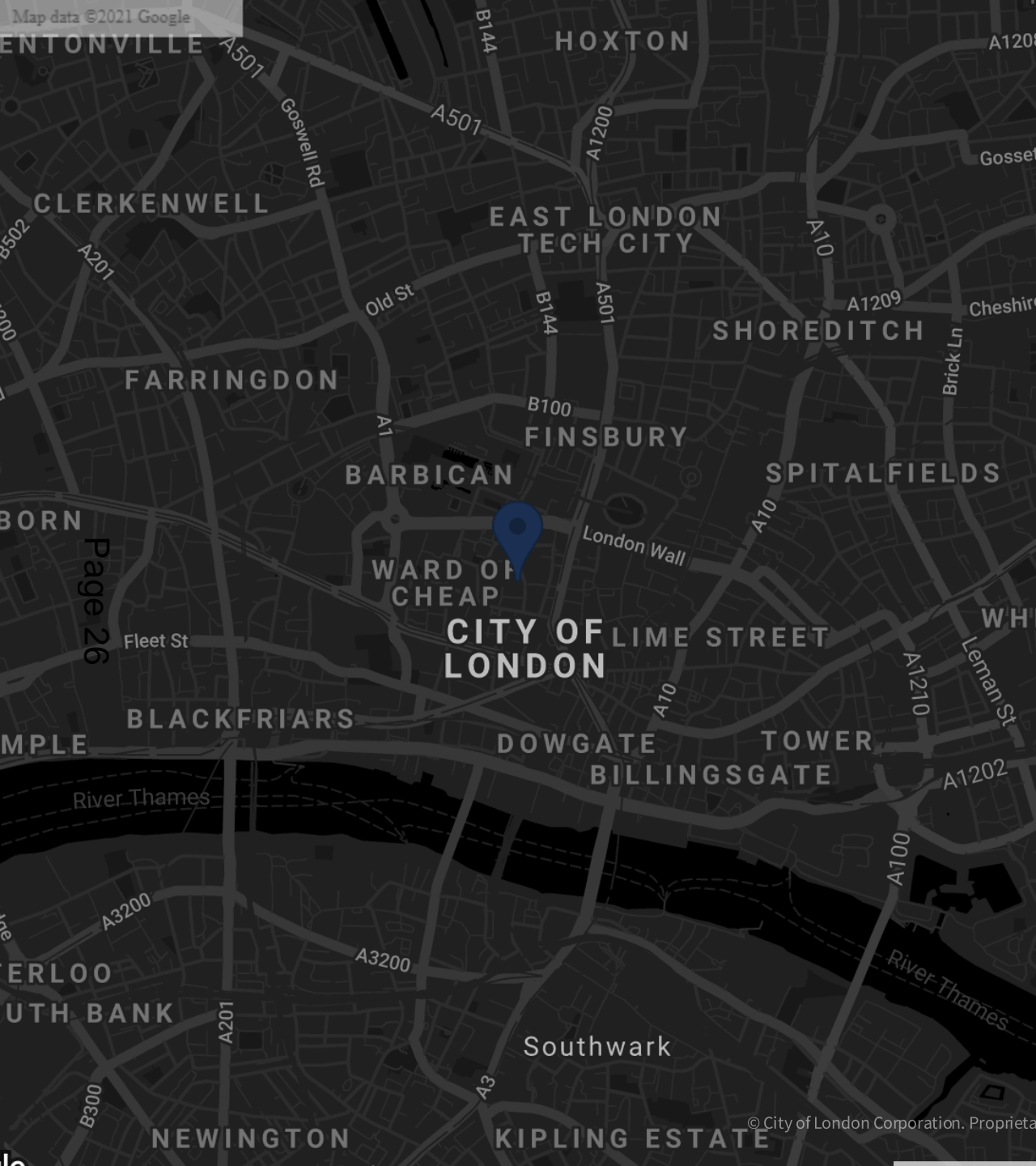
Invite businesses to sign up to Clean City Award Scheme



Refer residents to our SHINE service for energy support






Get involved in your ward's climate action initiatives



Resources

Links and Resources

-  Our intranet pages contain useful signposting to learning materials, technical guidance and updates:
<https://corpoflondon.sharepoint.com/sites/Intranet/SitePages/New-Climate-Action-Strategy.aspx>
-  Our website:
<https://www.cityoflondon.gov.uk/services/environmental-health/climate-action>
-  Climate Action Dashboard:



Glossary

Scopes 1 & 2 Emissions

<i>Emissions Category</i>	<i>Definition</i>
S1 Buildings Fuel Consumption	Combustion of fuel
S1 Vehicles	Combustion of fuel
S1 Fugitive emissions	Emissions from refrigeration and air conditioning leakages over operational life and disposal
S1 Process emissions	Industrial processes that chemically or physically transform materials
S2 Purchased electricity	Grid supplied energy
S2 Purchased heat	Grid supplied energy
S2 Purchased cooling	Grid supplied energy
S2 Purchased steam	Grid supplied energy

Scope 3 Emissions

<i>Emissions Category</i>	<i>Definition</i>
1b. Purchased goods and services	Extraction, production and transportation of goods and services purchased or acquired
2. Capital goods	Extraction, production, and transportation of capital goods purchased or acquired
3. Fuel and energy related activities	Extraction, production, and transportation of fuels and energy purchased or acquired (not accounted in Scope 1 or 2)
5a. Waste generated in operations	Disposal and treatment of waste generated by the reporting company but not owned or controlled by the company
5b. Water	Disposal and treatment of wastewater generated by the reporting company but not owned or controlled by the company
6. Business travel	Transportation of employees for business-related activities
7. Employee commuting	Transportation of employees between their homes and their worksites
13. Downstream leased assets	Operation of assets owned and leased
15. Investments	Operation of investments (including equity and debt investments and project finance)

Glossary

BASIC+ Emissions Categories	
Emissions Category	Definition
S1 Stationary Domestic	Combustion of fuel
S1 Stationary Commercial and industrial	Combustion of fuel
S1 Transportation On-road	Combustion of fuel
S1 Transportation Railways	Combustion of fuel
S1 Transportation Aviation and shipping	Combustion of fuel
S1 Transportation Off-road machinery	Combustion of fuel
S2 Stationary Domestic	Grid supplied energy
S2 Stationary Commercial and industrial	Grid supplied energy
S2 Transportation On-road (electric)	Grid supplied energy
S2 Transportation Railways (electric)	Grid supplied energy
S3 Transportation	Transportation of employees for business-related activities/Transportation of employees between their homes and their worksites
S3 Energy	Electricity transmission and distribution losses
S3 Waste	Disposal and treatment of waste generated by the reporting company but not owned or controlled by the company
S3 Wastewater	Disposal and treatment of wastewater generated by the reporting company but not owned or controlled by the company

City of London Corporation Committee Report

Committee(s): Natural Environment Board	Dated: 01/05/2025
Subject: Risk Management Update Report	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Corporate Plan Outcomes: Diverse engaged communities; Vibrant thriving destination; Providing excellent services; Flourishing public spaces; Leading sustainable environment Business enabling functions: Risk Management
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Joanne Hill, Environment Department

Summary

This report is presented to provide the Natural Environment Board with assurance that risk management procedures in place within the Environment Department are satisfactory and that they meet the requirements of the Corporate Risk Management Framework and, where applicable, the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of operations.

The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a strategic level. The Cross-Divisional risks are summarised in this report and the detailed register is provided at Appendix 1.

Each of the Natural Environment charities holds its own risk register which is reported to its respective management Committee.

City Gardens is part of the City Operations Division of the Environment Department, and its risks are held in a separate risk register which is summarised in this report and provided in full at Appendix 2.

Recommendations

Members are asked to:

- A. **Natural Environment Division Risk Register:** Members are asked to consider and note the Natural Environment Cross-Divisional Risk Register (Appendix 1) which sets out the key top-level risks to the charities, and the systems in place to identify and mitigate risks across the charities.
- B. **City Gardens Risk Register:** Members are asked to consider and note the content of this report, the City Gardens Risk Register (Appendix 2), and the action being taken to effectively manage these 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 receive a quarterly update on the risks relevant to that Committee. 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. This reporting frequency aligns with the City of London's Risk Management Strategy and exceeds the requirements of the Charity Commission.
4. The Executive Director Environment assures the Natural Environment Board that all risks held by the Natural Environment Division and the City Operations Division continue to be managed in compliance with the Corporate Risk Management Framework, and, in the case of the Natural Environment Division, with the Charities Act 2011.
5. Risks are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
6. The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a strategic level. The

cross-divisional risks are summarised in this report and the detailed register is presented at Appendix 1.

7. Each of the Natural Environment charities holds its own risk register which is reported to its respective management Committee.
8. City Gardens is part of the City Operations Division, and its risks are held in a separate risk register which is summarised in this report and provided in full at Appendix 2.

Current Position

Natural Environment Cross-Divisional Risks

9. The Natural Environment Director holds a Cross-Divisional Risk Register containing risks which are common to most or all Natural Environment charities: individual charities hold their own local risks on these matters, and the cross-divisional risk consolidates them for oversight by the Director.
10. The Natural Environment Director reviews the cross-divisional risks regularly in liaison with her Senior Leadership Team. The Register, summarised below and provided in full at Appendix 1, contains five RED risks, six AMBER risks and one GREEN risk.
11. The highest risk on the Cross-Divisional register remains '**Decline in condition of assets**'. The risk is currently scored at Red 32 (likely to occur, with a serious impact) due to ongoing concerns about inadequate repair and maintenance of operational property across all Natural Environment sites. Additional funding to address the backlog of maintenance works across the Corporation has been approved and officers are working closely with colleagues in the City Surveyor's Department to formally assess, allocate and prioritise the funding allocated to the Environment Department to areas of most need. The completion of priority works, along with any alternative funding options identified through the Natural Environment Charity Review should help to reduce the risk.
 - Since the last report to the Natural Environment Board, the score of the '**Negative impacts of carrying out wildlife management**' risk has reduced from Green 4 (unlikely / serious) to the target score of Green 2 (rare / major). This is a result of a further successful cull at Epping Forest during winter 2024/25. The risk is now accepted at this reduced level and will be retained on the register for oversight and monitoring purposes and will be kept under ongoing review.
12. The full list of Natural Environment Cross-Divisional risk is as follows:
 - **ENV-NE 003: Decline in condition of assets** (RED, 32)
 - **ENV-NE 004: Negative impacts from pests and diseases** (RED, 16)

- **ENV-NE 010: Budget pressures and uncertainty over future funding model** (*RED, 16*)
- **ENV-NE 015: Impacts of anti-social behaviour on staff and sites** (*RED, 16*)
- **ENV-NE 016: Tree maintenance** (*RED, 16*)
- **ENV-NE 001: Risks to health and safety** (*AMBER, 12*)
- **ENV-NE 002: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
- **ENV-NE 005: Negative impacts of development and encroachment** (*AMBER, 12*)
- **ENV-NE 014: Lack of asset register** (*AMBER, 12*)
- **ENV-NE 011: Recruitment of suitable staff** (*AMBER, 8*)
- **ENV-NE 013: Negative impacts of visitor pressure** (*AMBER, 8*)
- **ENV-NE 012: Negative impacts of carrying out wildlife management** (*GREEN, 2*)

City Gardens Risks

13. City Gardens is part of the City Operations Division of the Environment Department, alongside Cleansing Services. The City Gardens Risk Register, summarised below and presented in full at Appendix 2, contains seven risks (five AMBER, and one GREEN) which are owned and managed by the City Gardens Manager and his Management Team.
14. Since the last report to the Natural Environment Board, all risks have been reviewed and updated in the risk management information system. Work to reduce risks on the register is ongoing.
15. The highest risk for City Gardens was previously '**Negative impacts of carrying out wildlife management**' risk, which was scored Red 16 (likely to occur, with a major impact). However, this risk has now reduced to a score of Amber 12 (possible / major) following the recruitment of a new Keeper who has enforcement duties - the post holder has had a positive impact in reducing the likelihood of problematic behaviour.
16. The full list of risks held by City Gardens is as follows:
 - **ENV-CO-GC 011: Tree and plant diseases and other pests** (*AMBER, 12*)
 - **ENV-CO-GC 016: Staff resources** (*AMBER, 12*)
 - **ENV-CO-GC 017: Decline in condition of assets** (*AMBER, 12*)
 - **ENV-CO-GC 018: Negative impacts of public behaviour** (*AMBER, 12*)
 - **ENV-CO-GC 009: Risk to health and safety** (*AMBER, 8*)
 - **ENV-CO-GC 012: Climate and weather** (*GREEN, 3*)

Risk Management Process

17. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
18. 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.
19. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework and, where applicable, the requirements of the Charities Act 2011.

Identification of New Risks

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

Corporate and Strategic Implications

21. 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.
22. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being considered as part of the Natural Environment and City Operations Divisions' strategies.
23. 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

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

Appendices

- Appendix 1 – Natural Environment Cross-Divisional Risk Register
- Appendix 2 – City Gardens Risk Register
- Appendix 3 – City of London Corporation Risk Matrix

Contact

Joanne Hill, Business Planning and Compliance Manager, Environment Department

T: 020 7332 1301



E: Joanne.Hill@cityoflondon.gov.uk



Natural Environment Cross-divisional Risk Register

Generated on: 09 April 2025

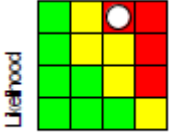
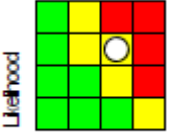
Rows are sorted by Risk Score

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/Risk Approach	Flight path
ENV-NE 003 Decline in condition of assets 2025-03-31	<p>Cause: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues; failure to retain expertise necessary to maintain complex buildings / sites. Reduced CWP budget and limited capital programme.</p> <p>Event: Fail to meet statutory regulations and checks. Operational, residential or public buildings deteriorate to unusable/unsafe condition.</p> <p>Effect: Potential serious health and safety risks including fatality or serious injury to users. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation and poor customer satisfaction; increased requirement and costs for reactive maintenance and lack of budget to replace. Delays will have operational impact. Poor condition of assets, loss of value, permanent closure.</p>	 <p>Lifehood</p> <p>Impact</p>	32	<p>This risk has been assessed as Red 32 (Likely; Extreme) due to ongoing and increasing concerns about inadequate repair and maintenance of operational property across all Natural Environment sites. The target date to achieve a reduced risk score has been extended to the end of the 2025/26 financial year to allow time for progress to be made on addressing the backlog of required maintenance works.</p> <p>The Environment Department is Lead Client for its operational property with inspections managed and records kept by the City Surveyor's Department (CSD). The Corporation has approved funding for the significant maintenance backlog, including the Natural Environment Division. We are awaiting process and timescales.</p> <p>Officers also continue to seek alternative funding or other opportunities to enable repair and maintenance works to be</p>	 <p>Lifehood</p> <p>Impact</p>	24	31-Mar-2026	

Appendix 1

30-Aug-2017 Emily Brennan				<p>undertaken outside the Cyclical Works Programme (CWP).</p> <p>A condition survey of high-priority lodges was undertaken, and work is underway to feed back the findings and prioritise work internally and with CSD.</p> <p>Positive meetings have been held with CSD, and some actions have been agreed to help reduce this risk. The Environment Department will be represented on the group which decides on CWP allocations and priorities. We will work together to update the division of responsibilities and premises controller lists.</p> <p>09 Apr 2025</p>				
								Reduce

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 003a Liaison with other departments	Liaise with City Surveyor's Department and other internal departments to press for action to be taken especially with regard to the most urgent issues.	We continue to work with the City Surveyor's Department to resolve service delivery issues.	Jo Hurst	09-Apr-2025	31-Mar-2026
ENV-NE 003b Regular monitoring	Keep risk under regular review and monitor the actions and progress of each Natural Environment site.	This is a standing agenda item for discussion at all Senior Leadership Team meetings.	Emily Brennan	09-Apr-2025	31-Mar-2026
ENV-NE 003d Asset register	Create a comprehensive asset register.	<p>A full review of Natural Environment assets is underway. The outcome will be the compilation of a comprehensive, accurate asset register which will enable us to identify ownership of our assets. A Charity Asset Officer is now in post and is working to ensure assets are recorded correctly and consistently.</p> <p>Asset registers for built assets are undergoing review and being transferred into a new system with additional information. However, this does not include infrastructure assets such as bridges and culverts. The Assistant Director Charity Development is taking forward recommendations for changes to ways of working with CSD and other corporate departments.</p>	Jo Hurst	09-Apr-2025	30-Jun-2025

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/Risk Approach	Flight path
ENV-NE 004 Negative impacts from pests and diseases <div>Page 37</div> 30-Aug-2017 Emily Brennan	Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas. Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Bleeding Canker of Horse Chestnut. Effect: Service capability disrupted; public access to sites restricted; tree decline; reputational damage; increased cost of monitoring and control of invasive species; risk to human health from OPM or other invasive or indigenous species; loss of key native species; threat to existing conservation status of sites particularly those with woodland habitats.	 <div>Uplift</div> <div>Impact</div>	16	This risk is currently scored as Red 16 (likely/ major) due to the potential biodiversity, financial and human health impacts associated with pests and diseases across many of our Natural Environment sites. The regional and national situation is monitored on a regular basis. Staff across all Natural Environment sites are carrying out a range of actions, such as inspections, spraying and pest removal to control the impact of this risk but it is recognised that the presence of existing and new pests and diseases will continue. The target date to reduce the risk score has been extended to the end of the current financial year: the risk will be kept under regular review and further opportunities to reduce the risk will continue to be sought. 09 Apr 2025	 <div>Uplift</div> <div>Impact</div>	12	31-Mar-2026	
							Reduce	

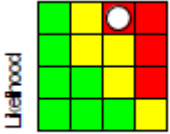
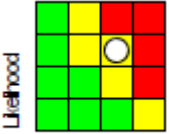
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 004a	Cooperation and coordination across the Natural Environment Division and wider Department.	Natural Environment sites collaborate to share information and knowledge. This ongoing cooperation and coordination include other parts of the Environment Department such as City Gardens and the Cemetery and Crematorium.	Emily Brennan	09-Apr-2025	31-Mar-2026
ENV-NE 004b	Regular review and monitoring of sites' local risks.	The risks of each individual site are kept under regular review.	Emily Brennan	09-Apr-2025	31-Mar-2026

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/Risk Approach	Flight path
ENV-NE 010 Budget pressures and uncertainty over future funding model <div>Page 38</div>	Cause: Reduction in income and the need for greater investment in order to deliver services. Pressures on the Corporation's finances have led to a proposed new financial model for the charities. Event: Inability to generate sufficient income to cover operating costs. Effect: Reduction or cessation of services; decline in quality of services; inability to respond to the impacts of other business risks.	 Likelihood Impact	16	<p>A Fundraising Consultant has been appointed to develop a Fundraising Strategy, collaborating with colleagues across the Corporation to identify funding sources. The Strategy will include clear targets, define priority income streams and help to develop a coordinated approach. Actions from the Strategy will be built into the new five-year charity business plans. The Consultant will also advise on the recruitment of a Fundraising Team.</p> <p>The Assistant Director, Charity Development is the Natural Environment Division's lead officer on the Natural Environment Charity Review. The Charity Review will also aim to develop a sustainable funding model for the charities and enable funds to be restricted for specific use within the Natural Environment Division.</p> <p>An additional piece of work has been commissioned, following a request from Policy and Resources Committee, to carry out a detailed asset appraisal for all complementary land assets; this appraisal will identify income generation opportunities.</p> <p>As part of the Natural Environment Charity Review, it is proposed that Epping Forest and West Ham Park transition to a grant funding model in FY 2025/26, with the other six charities transitioning in FY 2026/27.</p>	 Likelihood Impact	12	31-Mar-2026	
							Reduce	
16-Dec-2022				09 Apr 2025				

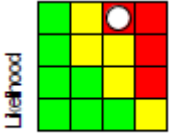
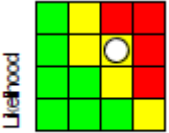
Emily Brennan							
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 010a Charity Fundraising Income Strategy	Develop an Income Generation Strategy.	The Assistant Director Charity Development is taking this forward, working with the Fundraising Consultant, and will seek Committee approval of the final version.	Jo Hurst	09-Apr-2025	30-Sep-2025

Appendix 1

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/Risk Approach	Flight path
ENV-NE 015 Impacts of anti-social behaviour on staff and sites 02-Jan-2024 Emily Brennan	Cause: Anti-social behaviour of members of the public. Event: Anti-social, irresponsible or unsafe behaviour; abuse of staff; fly-tipping; litter; dog fouling; dog attacks; vandalism; abandoned/burnt out vehicles; traveller incursions. Effect: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.	 Likelihood Impact	16	A departmental 'Unreasonable Behaviour Protocol' has been developed to tackle abuse of staff, including rapid reporting of incidents so that appropriate action can be taken as necessary - this is followed by officers at all sites. The target date to reduce the risk score has been extended to the end of September to allow time for the benefits of the new process to be fully assessed and realised. 09 Apr 2025	 Likelihood Impact	12	30-Sep-2025	
							Reduce	

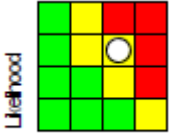
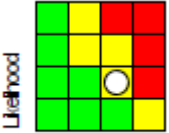
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 015a Departmental 'Abuse of Staff Policy'	Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is now in place and followed. The 'Unreasonable Behaviour Protocol'; includes rapid reporting of instances of abusive and unacceptable behaviour experienced by members of staff.	Emily Brennan	09-Apr-2025	30-Sep-2025
ENV-NE 015b Staff training	Training for staff on conflict management.	First-time or refresher training on conflict management was delivered to relevant staff at the end of 2024. This training will be given to groups of new staff on an ongoing basis.	Emily Brennan	09-Apr-2025	30-Sep-2025
ENV-NE 015c Enforcement partnerships	Build enforcement partnerships.	This is ongoing at each site with relevant local agencies and partners.	Emily Brennan	09-Apr-2025	30-Sep-2025
ENV-NE 015d Educate visitors	Educate visitors to use the sites responsibly.	The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing at each site as appropriate.	Emily Brennan	09-Apr-2025	30-Sep-2025

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/Risk Approach	Flight path
ENV-NE 016 Tree Maintenance	<p>Cause:</p> <ul style="list-style-type: none"> Trees are subject to decline, physical damage and infection. As trees deteriorate, they are increasingly likely to shed limbs or fall in strong winds and the potential to cause harm increases. Therefore, a robust programme of proactive and reactive tree inspections is in place at each of the City of London open spaces to identify trees which require works to make them safe. The impact of drought and a rise in tree disease, combined with more frequent extreme weather events due to climate change, is increasing the risk of trees failing. There is, as a result, an increasingly large number of vulnerable trees across our open spaces which will require works to prevent failure. There have been a series of incidents of tree failures where trees have fallen onto vehicles and buildings. Our sites have more than 100 miles of highway verge predominately lined with trees. <p>Event:</p> <ul style="list-style-type: none"> Failure to identify long-term funding to ensure a robust ongoing programme of tree maintenance works across our open spaces. <p>Effect:</p> <ul style="list-style-type: none"> Public safety - serious injury/death. Damage to City of London's physical assets. 	 <p>Likelihood</p> <p>Impact</p>	16	<p>This Chief Officer Risk Management Group approved the de-escalation of this risk from the Corporate Risk Register on 1 November 2024.</p> <p>Significant progress has been made in reducing the key factors of this risk, as set out below. The risk score remains Red 16 (Likely/Major) but we are confident that the risk can be managed at Service Level, and reduced to the target score of Amber 12 by the end of 2025.</p> <p>Regular tree inspections are carried out at each open space to identify vulnerable trees that require work. Works are then prioritised in order of risk. At all sites, climate change, and the associated greater frequency of severe storms, extreme weather conditions, and tree disease, is resulting in more frequent tree (and tree limb) failures and this will continue to increase over time.</p> <p>Long term funding: Long term funding for tree safety works is being considered as part of the Natural Environment Charity Review and through identification of opportunities to increase income generation across the Natural Environment Division. Officers are also working in collaboration with colleagues in the Chamberlain's Department to consider options for increasing our budgets for tree management in the long term.</p> <p>Epping Forest outstanding works: Work is now underway to clear the outstanding</p>	 <p>Likelihood</p> <p>Impact</p>	12	31-Dec-2025	

Appendix 1

03-Jul-2024 Emily Brennan	<ul style="list-style-type: none"> • Disruption to public highways. • Damage to cars and adjoining properties with increased exposure to public liability claims. • Adverse media attention and significant reputational damage to the City of London Corporation. • Financial impact of insurance claims. 			tree safety works at Epping Forest. Annual tree surveys have now been reviewed, and the results reprioritised. A 'scheme of works' has been specified to address trees needing attention, in order of priority, and this is progressing on schedule. This activity will resolve the backlog of works within 18 months, using existing resources. 09 Apr 2025				
							Reduce	

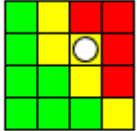
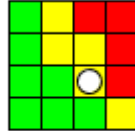
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CR41 005e Funding for ongoing tree works	Explore options to identify funding for the ongoing management of tree safety across all Environment Department sites.	<p>We are working with colleagues in the Chamberlain's Department to consider options for increasing budgets for tree management at all sites in the long-term.</p> <p>This is also being addressed as part of the income generation strand of the Natural Environment Charity Review.</p>	Emily Brennan	09-Apr-2025	31-Dec-2025
CR41 005f Tree Safety Policy	Review Natural Environment Division Tree Safety Policy.	<p>The Natural Environment Division Tree Safety Policy sets out the requirements and processes that must be in place at all sites for proactive tree inspection programmes, based upon prioritisation criteria, and reactive inspections following incidents such as severe weather events. The Policy is based upon guidance issued by the National Tree Safety Group (NTSG) and has proven effective when tested following previous incidents.</p> <p>The Natural Environment Division's Tree Safety Group will review the Policy to check that it is being implemented fully across the Division and amend the content as necessary to reflect any changes.</p> <p>The NTSG has recently released revised guidance. The Divisional Tree Safety Group will further review the Policy to ensure it aligns with the National Guidance.</p>	Emily Brennan	09-Apr-2025	31-Dec-2025

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/Risk Approach	Flight path
ENV-NE 001 Risks to health and safety <div>Page 43</div>	Causes: The operation of vast, widespread and diverse public green spaces carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors. Event: Incident or accident with health and safety implications. Effect: Injury or death of a member of the public, volunteer, staff or contractor.	 Impact	12	Due to the nature of our sites and the types of activities carried out, there are a range of health and safety risks associated with working practices and use of the sites. Each site has appropriate mitigating actions in place. The Department's Health and Safety Manager provides advice and assistance with identifying and managing health and safety risks. Health and Safety is a standing agenda item at regular Divisional SLT meetings. The Deputy Director is taking the lead on H&S for the Natural Environment Division and is currently developing a Roles and Responsibilities document. We expect the risk score to reduce further as vacancies are filled and new staff become familiar with, and support implementation of, policies, processes and safe working practices. The target date has been extended to the end of September 2025 accordingly.	 Impact	8	30-Sep-2025	
							Reduce	
30-Aug-2017 Emily Brennan								

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 001a Regular review and monitoring	Regular review and monitoring of health and safety risks held by individual sites.	The Deputy Director keeps the health and safety risks of individual sites under review. Major health and safety risks are identified and discussed at Senior Leadership Team meetings.			Emily Brennan; Andrew Impey	09-Apr-2025	30-Sep-2025

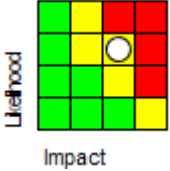
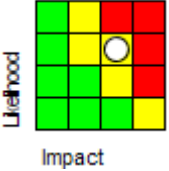
ENV-NE 001b Health and Safety support and advice	Seek support and advice from Departmental Health and Safety Manager and other relevant health and safety resources.	<p>The Environment Department's Health and Safety Manager is actively engaged in assisting sites to identify and manage their health and safety risks.</p> <p>Relevant staff are members of departmental and divisional health and safety groups at which issues are discussed, knowledge shared, and advice and support provided.</p>	Emily Brennan; Andrew Impey	09-Apr-2025	30-Sep-2025
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Appendix 1

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/Risk Approach	Flight path
ENV-NE 002 Adverse impacts of extreme weather and climate change <div>Page 45</div> 30-Aug-2017 Emily Brennan	Causes: Climate change causes more frequent and severe weather events: storms, wind, rainfall, snow, drought. Event: More frequent and prolonged periods of drought, flooding, storm damage, wildfires etc. Effect: Service capability disrupted; incidents increase demand for staff resources to respond and maintain public and site safety; temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop; prolonged heat results in fires; snow disrupts site access; rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.	 Impact	12	Each site carries out a range of appropriate actions to control this risk. Officers continue to work with the Environment Department's Environmental Resilience Team to develop a Climate Resilience Plan for the Natural Environment Division. This work includes identifying specific climate change related risks and actions. Carbon Removals Project: A Project Manager and Project Officer are now in post and are taking the project forward. The target date to reduce the risk has been extended to the end of the current financial year to allow further time for the mitigating actions to be progressed. 09 Apr 2025	 Impact	8	31-Mar-2026	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 002a Climate Resilience Plan	Develop a Climate Resilience Plan for the Natural Environment Division.	We are working with the Department's Environmental Resilience Team to identify specific climate change related risks and actions for the Natural Environment Division.	Andrew Impey	09-Apr-2025	31-Mar-2026
ENV-NE 002b Review and monitoring	Regular review and monitoring of climate and weather risks held by each Natural Environment site.	The risks held by each site on this subject are kept under regular review.	Andrew Impey	09-Apr-2025	31-Mar-2026
ENV-NE 002d Carbon	Progress the Carbon Removals Project.	The Project Manager and Project Officer are taking the project forward.	Emily Brennan	09-Apr-2025	31-Mar-2026

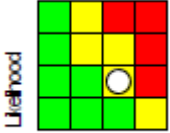
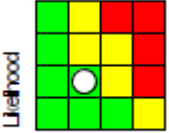
Removals Project		The project will protect the carbon stored on our open spaces and provide additional carbon storage. Actions include fencing to protect vulnerable trees; tree and hedge planting; and deer management.			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 005 Negative impacts of development and encroachment Page 47 12 Aug-2017 Emily Brennan	Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; unsuccessful challenges; lack of resources to employ specialist support, carry out necessary monitoring/research or consult on Local Plans; lack of partnership working with, and engagement from, Planning Authorities. Event: Major development(s) have a negative impact on our sites through loss and damage to habitats. Increase in visitor numbers. Effect: Loss, damage, destruction or fragmentation of habitats. Increased damage through high visitor numbers. Encroachment/loss of land.		12	Staff at all Natural Environment sites work with their neighbouring local authorities and consult with stakeholders. They seek out opportunities to integrate sustainability into proposed developments, e.g. asking for CIL funds from developers to mitigate the impact where possible. They also do what they can to limit the impact of increased visitor numbers. We have accepted this risk at its current score as there is currently no additional actions we can take to reduce it further. The target date shown is the date of the next risk review. 09 Apr 2025		12	30-Jun-2025	
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 005a Regular monitoring and review	Regular monitoring of the risks held by individual sites and action taken.	The Director keeps the risks held by individual sites under review and is notified by her Assistant Directors of any specific planning issues and concerns that arise.			Emily Brennan	09-Apr-2025	30-Jun-2025

Appendix 1

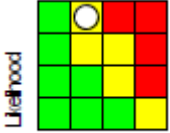
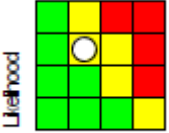
		which are not at present charity assets – these land parcels are now referred to as Complementary Land (and complementary assets).			
ENV-NE 014b Establish and monitor protocols	Establish and monitor protocols to ensure compliance with Charity Commission requirements.	Establish and monitor protocols for ensuring compliance with Charity Commission requirements in relation to charity-owned assets.	Jo Hurst	14-Apr-2025	31-Dec-2025

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/Risk Approach	Flight path
ENV-NE 011 Recruitment of suitable staff 16-Dec-2022 Emily Brennan	Cause: There is a lack of appropriately skilled candidates in the wider environment employment market. Event: Difficulty in filling new and existing posts at the right level. Effect: Inability to deliver front-line and back-office services.	 Impact	8	There is an apparent lack of individuals in the employment market with relevant skills and experience to fill some specialist posts - this is an industry-wide issue. A key element of delivering the new divisional structure is to offer our existing staff more learning and development opportunities to enable them to fill new and vacant posts in the future. Vacancies are being advertised across a broad range of recruitment outlets in an attempt to attract suitable candidates. The score of this risk has now been reduced from Amber 12 (possible / major) to Amber 8 (unlikely / major) because recruitment has been successful across the division. There are still some key posts to be recruited to before we can consider reducing the risk to the target score. Recruitment is currently being impeded by lack of capacity in HR and the delay in the Ambition 25 Project which has resulted in an extended freeze on job evaluations. 09 Apr 2025	 Impact	4	30-Sep-2025	
							Reduce	

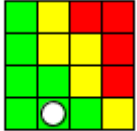
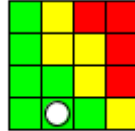

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 011a Develop staff	Develop our staff	We offer staff learning and development opportunities to enable them to fill new and existing vacancies. This is an ongoing action.	Emily Brennan	09-Apr-2025	30-Sep-2025

		Management training for managers has been delivered and some additional sessions are planned.			
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Appendix 1

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/Risk Approach	Flight path
ENV-NE 013 Negative impacts of visitor pressure 22 Aug-2023 Emily Brennan	Cause: Continual increase in number of visitors due to greater popularity of natural environment sites, population growth and new housing in local areas. Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest and SACs which are not designed for such high visitor numbers. Increased use of car parks and parking on adjacent roads and land. Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.	 Impact	8	Works to improve visitor infrastructure are being undertaken where possible and/or funding to enable this work is being sought. Education of visitors to encourage responsible use of sites is carried out via publicity, social media messaging and signage. Opportunities to increase this will be sought and taken up. The target date to reduce the risk has been extended to the end of the current financial year to reflect the ongoing work to assess visitor numbers and usage. 09 Apr 2025	 Impact	6	31-Mar-2026	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 013a Improve visitor infrastructure	Improve visitor infrastructure.	Officers seek ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage.			Emily Brennan	09-Apr-2025	31-Mar-2026
ENV-NE 013b Education and messaging	Carry out education and messaging campaigns to encourage responsible use of the sites.	Education and messaging campaigns are carried out to encourage the public to use sites responsibly in order to conserve them for the future.			Emily Brennan	09-Apr-2025	31-Mar-2026

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/Risk Approach	Flight path
ENV-NE 012 Negative impacts of carrying out wildlife management <div>Page 53</div>	Cause: Control of wildlife is necessary across the Natural Environment sites to ensure populations remain healthy and in balance with their environment, to conserve biodiversity and protect carbon stocks. For example, deer culling and grey squirrel control. Humane despatch of injured wildlife may also be necessary. These activities often require the use of firearms. Event: Failure to maintain and/or follow robust plans and policies to undertake deer culling and other wildlife controls responsibly, to a sufficiently high standard, in compliance with legal requirements, and with due regard to health, safety and animal welfare. Effect: Injury to staff or members of the public due to non-compliant use of firearms, lone working etc; risk to human health; road traffic accidents; damage to property. Detrimental impact on stakeholder relationships; negative publicity; reputational risk.	 Likelihood Impact	2	<p>Deer management is a key issue at Epping Forest - contractors, in conjunction with the Wildlife Management Officer, carried out a successful cull during winter 2024/25. This was managed carefully to ensure the work was undertaken responsibly and in accordance with local policies and legal requirements. There were no incidents or issues. We worked closely with the Media Team to manage communications.</p> <p>Other wildlife management actions and associated policies are in place across the division and are kept under regular review to manage the risk.</p> <p>The risk has now been reduced the target score of 2 (Rare/Serious) and is accepted at that level. The risk will be retained on the risk register for oversight and monitoring purposes - it will be kept under ongoing review. The target date shown is the date of the next review.</p>	 Likelihood Impact	2	30-Jun-2025	
							Accept	
22-Aug-2023 Emily Brennan				09 Apr 2025				

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 012a Deer management	Deer management at Epping Forest	Contractors, in conjunction with the Wildlife Management Officer, successfully carried out a deer cull at Epping Forest during winter 2024/25.			Jacqueline Eggleston	09-Apr-2025	30-Jun-2025
		This action will be kept under regular review.					

Appendix 1

ENV-NE 012c Manage external communications	Work with the Media Team to manage communications.	Work closely with the Media Team to manage communications about deer management and other wildlife control. This is an ongoing action.	Emily Brennan	09-Apr-2025	30-Jun-2025
ENV-NE 012d Maintain up to date policies	Review, update and communicate relevant policies.	Divisional and site-specific Firearms and other relevant policies (e.g. lone working) are reviewed and updated on a regular basis, and are communicated to appropriate staff. This is an ongoing action.	Emily Brennan	09-Apr-2025	30-Jun-2025

City Gardens Risk Register

Report Author: Joanne Hill

Generated on: 10 April 2025



Rows are sorted by Risk Score

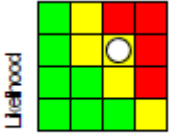
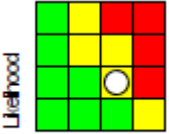
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-CO-GC 011a Tree and plant diseases and other pests 								

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-CO-GC 011a Staff	Ongoing action: Ensure staff training is kept updated to enable timely identification of	Provision of staff training is continuing. Information on training is shared through the Departmental Health and Safety Group, Equalities Board, SLT, and other avenues.			Nicola Smith	10-Apr-2025	30-Sep-2025

Appendix 2

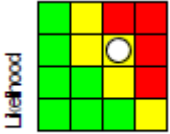
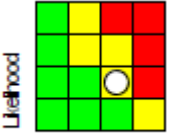
training	pests and knowledge of correct treatment/prevention.				
ENV-CO-GC 011b Inspections	Ongoing action: Annual tree inspections undertaken by qualified personnel through framework contract.	An annual programme is in place for cyclical inspections and targets are being met.	Jake Tibbetts	10-Apr-2025	30-Sep-2025
ENV-CO-GC 011c Information and communication	Ongoing action: Maintain relationships with industry bodies, internal CoL departments, and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies, internal partners and neighbouring local authorities continue to be maintained.	Jake Tibbetts	10-Apr-2025	30-Sep-2025

Appendix 2

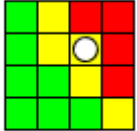
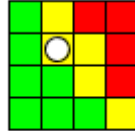
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-CO-GC 016 Staff resources 04-Aug-2022 Jake Tibbetts	Cause: Aging workforce combined with difficulties in recruitment and retention of younger workforce due to remuneration and benefits package becoming increasingly uncompetitive for the market sector. Event: Reduction in skill and human resources within the service. Effect: Increased staff absence due to sickness; inability to deliver the necessary level of service or meet business objectives; increased number of complaints from the public; negative publicity/reputational damage.	 Likelihood Impact	12	Gardening resource has been increased in recognition of the greater volume of work and we have secured additional funding for resources through the On-Street Parking Reserve (OSPR). We aim to reduce the score of this risk when the Ambition 25 programme outcomes are realised. 10 Apr 2025	 Likelihood Impact	8	30-Sep-2025	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-CO-GC 016a Job desirability	Review the overall work package and consider how the offer can be developed to increase desirability of roles.	The new Corporate People Strategy has been published. We will re-evaluate the situation as the reward and development elements are clarified (Ambition 25).			Jake Tibbetts	10-Apr-2025	30-Sep-2025
ENV-CO-GC 016c Apprentice programme	Work towards securing a rolling apprentice programme to ensure continuous apprentices in City Gardens.	We recruited four new levy-funded apprentices in January 2024. The next recruitment of apprentices will take place in September 2025.			Jake Tibbetts	10-Apr-2025	30-Sep-2025

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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/Risk Approach	Flight path
ENV-CO-GC 017 Decline in condition of assets 04-Aug-2022 Jake Tibbetts	Cause: Poor maintenance of assets; failure to implement recommendations. Event: Failure to meet statutory regulations and checks. Built assets deteriorate to unusable/unsafe condition. Effect: Poor condition of assets; service failures; loss of value; cost of repair; potential fines from statutory bodies and insurance claims.	 Likelihood Impact	12	Funding to address the backlog of maintenance works has been approved. We are working with City Surveyor's Department (CSD) to identify priority works. We aim to reduce the risk score further once priority works are underway. 10 Apr 2025	 Likelihood Impact	8	30-Sep-2025	
							Reduce	

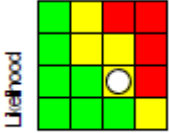
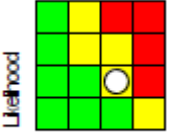
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-CO-GC 017a Investment and maintenance	Undertake an annual review of the 20 year programme of investment and maintenance of all built assets.	The 20-year works programme is reviewed on an annual basis.			Jake Tibbetts	10-Apr-2025	30-Sep-2025
ENV-CO-GC 017b Regular inspections and reporting of defects	Carry out inspections and report defects as they arise. Ensure that unresolved actions are highlighted to City Surveyor's Department.	This is an ongoing action. All necessary inspections are carried out and any defects are reported to City Surveyor's Department.			Jake Tibbetts	10-Apr-2025	30-Sep-2025
ENV-CO-GC 017c Review and monitoring	Undertake regular internal review and monitoring of condition and safety of assets.	Internal checks are carried out on an ongoing basis. These are monitored every quarter to ensure they have been completed.			Jake Tibbetts	10-Apr-2025	30-Sep-2025

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/Risk Approach	Flight path
ENV-CO-GC 018 Negative impacts of public behaviour 04-Aug-2022 Jake Tibbetts	Cause: Problematic, anti-social and criminal behaviour. Event: Litter; public urination and defecation (human and dog); dog fouling, dog attacks, street drinking; drug use; vandalism; wanton damage and theft. Effect: Damage and loss of assets; reduction in user experience and satisfaction; increased costs of cleaning and repairing damage; reputational harm.	 Likelihood Impact	12	Actions are in place to address anti-social, criminal, and other problematic behaviours in and around our sites.. We recently recruited a Keeper who has enforcement duties and have monitored the impact of this role over subsequent months. The post holder has built good relationships with dog owners at Bunhill Fields and this has resulted in more responsible dog ownership and reduced the likelihood of anti-social behaviour. We have, therefore, now reduced the likelihood score of this risk from 'likely' (4) to 'possible' (3), bringing the overall risk score down to Amber 12 (possible / major). We will continue to implement the other mitigating actions with a view to achieving the target score (Amber 6) in due course.	 Likelihood Impact	6	30-Sep-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 018a Partnership working	Continue to use Parkguard to engage with ASB offenders, and the Outreach Team in regard to rough sleepers. Maintain and develop relationship with City Police.	We continue to work to identify a solution and improve the situation. We continue to work in partnership with Parkguard to engage with ASB offenders, and with the City's Outreach Team to engage with rough sleepers. We are feeding into the ASB Working Group and providing data to them.	Jake Tibbetts	10-Apr-2025	30-Sep-2025

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ENV-CO-GC 018b Enforcement of byelaws	Utilise, where necessary, the enforcement powers of the new Keeper to encourage positive behaviours.	<p>The newly recruited Keeper who has enforcement duties has had a positive impact - the post holder has formed good relationships with dog owners who frequent Bunhill Fields and the resultant improvements have enabled the risk score to be reduced.</p> <p>We will work with City Solicitor's Department to assess how appropriate it would be to introduce PSPOs across the City Gardens.</p>	Jake Tibbetts	10-Apr-2025	30-Sep-2025
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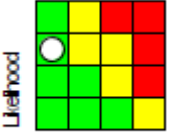

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-CO-GC 009 Risk to health and safety <div>Page 61</div> 24-Feb-2022 Nicola Smith; Jake Tibbetts	Cause: Failure to adhere to health and safety policies and procedures. Failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. Effect: Injury to staff, volunteers, contractors or member of the public; prosecution and fine by HSE and/or Police; increased insurance premiums; reputational damage.	 <div>Liability</div> <div>Impact</div>	8	<p>While we cannot remove this risk, we continue to take actions to mitigate it as far as possible and maintain the score at the current level.</p> <p>Health and safety procedures are kept under regular review and the Emergency Plan will be reviewed and updated during the coming months.</p> <p>A recent review of City Gardens' health and safety procedures produced positive results. Some additional practices were recommended, such as increasing the number of external audits that are carried out, and we are working to implement these.</p> <p>The target date shown is the date of the next review.</p> <p>10 Apr 2025</p>	 <div>Liability</div> <div>Impact</div>	8	30-Sep-2025	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 009a Accident Reporting	Ongoing action: Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers continue to report accidents, incidents and near misses. Accidents are subject to investigation and review by the Departmental Health and Safety Group.	Jake Tibbetts	10-Apr-2025	30-Sep-2025
ENV-CO-GC 009b Contractor	Ongoing action: Monitor compliance by contractors (City Surveyor's and external) with the Contractor Protocol. Regularly	The Contractor Protocol covers works undertaken by City Surveyor's Department and external contractors. All contractors are required to sign up to, and comply with, the Protocol: it has been implemented with existing contractors and is rolled out to new contractors as required. Regular	Jake Tibbetts	10-Apr-2025	30-Sep-2025

Appendix 2

protocol	review documentation and processes in light of investigation findings and changes in legislation.	progress meetings are held with City Surveyor's Department and other service areas when working on larger projects.			
ENV-CO-GC 009d Training programme	Ongoing action: Essential and desirable training needs are identified for each staff role. All staff are required to undertake security and terrorism training, e.g. Project Griffin, Argus and Prevent. Completion of appropriate training is kept under review.	The staff training programme is reviewed regularly, and individual training is monitored.	Jake Tibbetts	10-Apr-2025	30-Sep-2025
ENV-CO-GC 009h Improvements to processes	Seek improvements to process and monitoring.	Use Safe 365 feedback to identify areas for improvement and draw on internal Corporate and Departmental health and safety expertise to enhance processes and monitoring.	Jake Tibbetts	10-Apr-2025	30-Sep-2025

Appendix 2

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/Risk Approach	Flight path
ENV-CO-GC 012 Climate and weather 24-Feb-2022 Nicola Smith; Jake Tibbetts	Cause: Severe wind events; prolonged drought conditions; extreme temperatures; prolonged precipitation or restricted precipitation. May be climate change influenced. Event: Severe weather/climate at one or more sites. Effect: Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; damage/loss of habitats and species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; in the case of extreme temperatures, direct negative impact on the health of members of staff.	 Likelihood Impact	3	<p>The Extreme Weather Policy is in place and improves our ability to reduce risk by closing sites before extreme weather events occur.</p> <p>The ‘working in heat’ risk assessment incorporates current guidance from the HSE regarding working in heat. The staff ‘Working Safely’ manual has been updated to reflect the changes in the risk assessment.</p> <p>We have now produced a plant species list which is being employed on all projects as business as usual.</p> <p>The target date shown is the date of the next review.</p> <p>10 Apr 2025</p>	 Likelihood Impact	3	30-Sep-2025	
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 012a Plant species	Increased variety of species planted in order to ‘spread the risk’, e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels.	We have produced a plant species list which we will review and improve annually as lessons are learnt. We will also share the list with external partners and ask for their feedback. This is captured in strategic documents e.g. CoL Tree Strategy SPD.	Jake Tibbetts	10-Apr-2025	30-Sep-2025
ENV-CO-GC 012c Monitor weather warnings	Ongoing action: Monitor weather warnings: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum.	<p>An Extreme Weather Policy is in place to monitor extreme weather conditions, and take appropriate actions.</p> <p>The Policy includes procedures to close sites with trees, where it is possible to do so, when there are severe alerts of amber and red with gusts of 45mph or more. An action log of these decisions is maintained in order to monitor patterns.</p>	Jake Tibbetts	10-Apr-2025	30-Sep-2025

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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City of London Corporation Committee Report

Committee(s) Hampstead Heath Consultative Committee – For Information Natural Environment Board – For Information West Ham Park Committee – For Information Hampstead Heath, Highgate Wood & Queen’s Park Committee – For Information Epping Forest & Commons Committee – For Information	Dated: 29/03/2025 01/05/25 01/05/25 20/05/25 29/05/25
Subject: Transformation for the Natural Environment Charities – Project Update and Governance Arrangements for Implementation Phase	Public report: For Information
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Flourishing Public Spaces Leading Sustainable Environment Providing Excellent Services
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 of Environment & Caroline Al-Beyerty, Chamberlain
Report authors:	Jack Joslin, Central Funding and Charity Management Team

Summary:

The Natural Environment Charities Review (NECR) is a pivotal transformation project seeking improvements to the governance and management of the NE Charities to ensure that the CoLC (as trustee) can demonstrate compliance with its various legal obligations, and that the charities can operate in a more self-determining and financially sustainable way into the future. This report provides an update on project governance arrangements as the work transitions to implementation phase.

Recommendations

Having regard to the City of London Corporation's (CoLC) trustee responsibilities for the 'NE charities' and in that case being satisfied that it is in the best interests of each relevant charity and its beneficiaries, Members are asked to:

1. Note the work to date on implementation of improvements identified by the NECR across four areas; assets, grant funding, governance and income generation.
2. Note the upcoming reporting schedule bringing detailed updates on these four areas.

Main Report

Background:

1. As part of the CoLC's wider initiative to review and transform its approach to its role as trustee of a wide range of charities operating across the Square Mile and beyond, the Natural Environment Charities Review (NECR) is a major transformation project that was initiated by the Finance Committee in December 2023. It is set within the context of an evolving national policy and governance landscape, as well as work within the Environment Department to bring greater rigour to the management of services and assets (encompassing functions of the CoLC acting in its local authority, general corporate, and charity trustee capacities).
2. As a reminder to each Committee, a charity trustee has a duty to keep their charity's objects, administration and governance under review, and take relevant steps to ensure that their charity is operating effectively to achieve the charity's intended purposes. This will include regularly reviewing a charity's objects, governing documents, governance arrangements, policies and activities, and so on.
3. A charity trustee must act only in furtherance of the purposes (or objects) of the charity and operate it independently and not for their own purposes or the purposes or interests of any other organisation. As such, decisions made by CoLC in its capacity as a charity trustee must be made in the interests of the charity alone, rather than to give effect to the policies and objectives of the CoLC, although their interests can be aligned.
4. In February Members were asked to make decisions, in relation to their corporate responsibilities, as relevant to their individual committee terms of reference, to:
 - Approve that all NE Charities move to a defined Grant Funding Model in a phased approach. Epping Forest Charity (Ch. No. 232990) and West Ham Park Charity (Ch. No. 206948) will move to a grant funding model for local risk with the CoLC in April 2025, with the other 6 Charities moving to this new approach in April 2026.
 - To facilitate this change and for the review team to continue to implement governance, asset management and income generation improvements a budget of £1,570,000 was sought over 2 years, with the project budget managed across key departments.

These recommendations were approved by the Policy and Resources Committee, Finance Committee and Resource and Allocation Subcommittee.

Current Position:

5. The NECR has reviewed the model for the future management of the NE Charities along four dimensions: funding model; income generation, asset management and governance (both the charities' governing documents, and the internal governance framework adopted by the CoLC in effectively administering each charity as trustee having regard to its trustee duties).
6. The review and its implementation is a cross departmental collaboration, mobilising new posts and existing expertise to implement improvements at the NE Charities.

Project Update

7. Implementation funding was agreed in February and since then recruitment has been undertaken in Natural Environment, with offers being accepted by successful Business Manager and Project Manager candidates. The Business Manager is expected to be in post in mid-April with the Project Manager start date still to be confirmed.
8. Between the decision to agree the implementation and this report, the work of the review has progressed in the following ways:

Assets

9. Work has continued to fully document land and built assets ownership, and a quality assurance exercise has been undertaken using detailed Land Registry data to help ensure that all registered land held by the NE Charities has been identified.
10. Complementary Land Policy Working Group and Terms of Reference have been drafted (covered in Complementary Land report). Site-by-site assessment of Complementary Land is to be undertaken in autumn 2025 with a report being presented to all the key Natural Environment committees for consultation.

Grant Funding Model

11. Both Epping Forest and West Ham Park Charities have moved to the new grant model covering local risk budgets. The underlying processes, changes and longer-term planning for all the charities will continue through the summer. A comprehensive update on this work will be provided after the summer recess with an interim update report being provided beforehand. The Chamberlain's Department has updated financial regulations to retain grant surpluses in the Charities; this should be approved by Finance Committee on 29th April 2025.

Income Generation

12. To build on the comprehensive analysis of income generation potential for each charity which was produced as part of the NECR, fundraising consultants have been appointed to support the NE Division to build its capability and policy frameworks to take this work forward.
13. A Biodiversity Net Gain consultant has been working with the NE Division for the last 6 months and has provided in depth analysis of the potential for this work across NE land.

Governance

14. A draft of the Governance Handbook for all NE charities has been created and a final review is being coordinated by the Comptroller & City Solicitor.
15. Work on creating an implementation plan for managing the business of the NE charities is underway including updating; agendas, reports, terms of reference, and standing orders.
16. Exploring advice relating to best practice concerning member tenure and selection to sit on charity committees.

Implementation Arrangements and Project Governance

Officer Governance

17. The agreed project sponsors for this work are the Executive Director of Environment (Katie Stewart) and the Chamberlain (Caroline Al-Beyerty).
18. Given the cross-cutting nature of the work, and different reporting lines across the 4 key work areas, there are 2 project sponsors for this phase of work. This reflects the dual aims of the review being financial changes to the funding model, and operational and governance changes to the management of the charities.
19. The NECR Task and Finish Group ensures effective oversight across the programme of work. This is being chaired by Emily Brennan, Director of Natural Environment, as the client lead. Jack Joslin, Head of the Central Funding and Charity Management Team, will act as deputy, having chaired through scoping and development phases of the project.
20. Following the same pattern as the scoping and development phase each of the four key areas will continue to have an assigned lead into implementation phase. The Chamberlains' Department will be responsible for delivering the change to a new grant funding model. Natural Environment will lead on Income Generation and Assets. The Central Funding and Charity Management Team (CFCMT) will lead on the Governance workstream.
21. Each workstream lead will also be responsible for managing and chairing an officer group positioned under the relevant area, which should include all relevant stakeholders as identified and documented by the Task and Finish Group. This approach is recommended to ensure collaboration and engagement across the

programme of work and should ensure cognisance of other relevant CoLC activity.

Member Governance

22. Regular meetings with the NE Chairs will continue to be held bi-weekly. Additional meetings with the NE Chairs and the Finance Committee Chair and Deputy Chair have been diarised.
23. Decisions will be taken to Members Committees as relevant to the matter and terms of reference to each grouping.

Committee cycles that will need to be considered include:

- a. Finance Committee
- b. Policy and Resources Committee
- c. Resource Allocation Sub Committee
- d. Natural Environment Board
- e. Epping Forest and Commons Committee
- f. Hampstead Heath, Highgate Woods and Queens Park Committee
- g. West Ham Park Committee
- h. Hampstead Heath Consultative Committee

Area of Work	For Information/ Discussion	For Decision
Assets Lists	NE Committees	NA
Complementary Land	NE Committees	P&R
Income Generation Plans	NE Committees, P&R, Finance	Case by case
Grant Funding Model	NE Management Committees	Finance Committee
Governance Changes	NE Committees	P&R or NE Committees as appropriate
Project Resourcing	NE Committees, P&R	Finance Committee

Communication Strategy

24. A high-level Communication Strategy will be produced for the whole programme, detailing a timeline up to the 'formal' completion date of March 2027. It will identify key milestones and deliverables, clarifying how we plan to proactively engage with the key stakeholders – both internal and external.

Committee Reporting Schedule

25. To ensure transparency on project reporting, and to support members with forward planning, a breakdown of upcoming reporting plans across different workstreams has been provided below. Please note, this may be subject to

change as work develops. There will be ongoing reporting on most of these areas through to the end of March 2027, the below outlines reporting plans into the 2025 summer recess in the first instance.

Reporting Topic	Details	Report of	For Information/Decision	Committee Dates
Update on the work of the NECR	Update on the NECR and Governance Plan	Katie Stewart & Caroline Al-Beyerty	For Information: HH Consultative Committee, NE Committees	May April/ 2025
Complementary Land Policy governance and work plans	Decision on TORs for Complementary Land Policy work and Land Use Assessment.	Katie Stewart	For Information: HH Consultative Committee, NE Committees, For Decision: P&R	April/ May/June 2025
Transition to Grant Funding Model Update	Update on the work of transitioning to Grant Funding Model	Caroline Al-Beyerty	For Information: NE Committees, HH Consultative Committee, Finance Committee	June/July 2025
City Corporation Governance changes, including Governance Handbook	Update on work planned through 25/26 of changes being made to CoLC governance following external advice. Final draft Governance Handbook will also be brought to committees.	Katie Stewart, Simon Latham	For Information: HH Consultative Committee, NE Committees	June/July 2025
Assets Lists	Report detailing outcomes of the work on ownership of land and built assets to be brought for information.	Katie Stewart	For Information: NE Committees	June/July 2025
Income Generation Update	Update on work year to date, including outcomes from BNG consultant work and update on engagement of	Katie Stewart	For Information: NE Committees, HH Consultative Committee	June/July 2025

	fundraising consultant.			
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Corporate & Strategic Implications

Strategic implications – The work of the NECR aligns to the Flourishing Public Spaces and Providing Excellent Services outcomes of the Corporate Plan, specifically to ‘ensure our open spaces and historic sites are thriving, accessible and enrich people’s lives’ and ‘Supporting people to live healthy, independent lives and achieve their ambitions is dependent on excellent services.’ Additionally, the NE charities are participants in the CoLC’s CAS and are implementing valuable projects to enhance carbon removal and increase biodiversity, contributing to the ‘Leading Sustainable Environment’ outcome.

Financial implications – This project has been fully resourced by the Finance Committee.

Legal implications – The eight Natural Environment charities in scope of the matters contained in this report are all registered charities as follows: Ashted Common (1051510), Burnham Beeches & Stoke Common (232987), Coulsdon and Other Commons (232989), Epping Forest (232990), Hampstead Heath (803392), Highgate Wood & Queen’s Park Kilburn (232986), West Ham Park (206948), West Wickham Common and Spring Park Wood (232988). The CoLC’s overall duties and obligations as a charity trustee are noted at paragraphs 1, 2 and 3 above. The Comptroller & City Solicitor’s Department is supporting the NECR and advising on individual workstreams as required.

Risk implications – There is a project risk register that is regularly reviewed by the Task and Finish group and feeds into individual charity risk registers.

Equalities implications – Robust frameworks for the charities will enhance positive equalities outcomes for the communities who benefit from their work. Equalities implications will be assessed, as appropriate, in relation to the proposed actions and projects arising out of the NECR.

Conclusion

The implementation of the outcomes of the Natural Environment Charities Review (NECR) is a pivotal transformation project seeking improvements to the governance and management of the NE charities to ensure that the CoLC (as trustee) can demonstrate compliance with its various legal obligations, and that the charities can operate in a more self-determining and financially sustainable way into the future. This report provides Members with an update on the work of the NECR as the project enters implementation phase.

Jack Joslin

Head of the Central Funding and Charity Management Team

Background papers

1. Report to Policy and Resources Committee entitled Transformation for the Natural Environment Charities – Outcomes of the Natural Environment Charities Review dated 13 February 2024
2. Report of the Finance Committee, entitled Resourcing additional time-limited support to complete the Natural Environment Charities Review, dated 12 December 2023
3. Report of the Finance Committee, entitled Resourcing additional time-limited support to complete the Corporate Charities Review & support the scoping of the Natural Environment Charities Review, dated 14 December 2022
4. Report to Epping Forest and Commons Committee entitled Climate Action Strategy – Open Spaces ‘Carbon Removal’, dated 8th March 2021.