



Epping Forest & Commons Committee

Date: THURSDAY, 14 SEPTEMBER 2023

Time: 11.00 am

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

Members:

Benjamin Murphy (Chairman)	The Rt. Hon. The Lord Mayor, Nicholas Lyons
Caroline Haines (Deputy Chairman)	Andrew McMurtrie (Ex-Officio Member)
Deputy Graeme Doshi-Smith	Deputy Philip Woodhouse
George Abrahams	Verderer Michael Chapman DL
Jaspreet Hodgson	Verderer William Kennedy
Alderman Vincent Keaveny, CBE	Verderer Paul Morris
Gregory Lawrence	Verderer Nicholas Munday

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the public and non-public summary minutes of the previous meeting held on 13 July 2023.

For Decision
(Pages 5 - 12)

4. **MATTERS ARISING**

a) Action Log

Report of the Town Clerk.

Natural Environment

5. **OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 3 APRIL - JUNE) 2023/24 – EPPING FOREST AND COMMONS**

Report of the Chamberlain.

For Information

6. **RISK MANAGEMENT UPDATE REPORT**

Report of Interim Executive Director of Environment Department.

For Decision
(Pages 13 - 92)

Epping Forest

7. **EPPING FOREST – ASSISTANT DIRECTOR'S UPDATE JUNE – JULY 2023 (SEF 20/23)**

Report of Interim Executive Director Environment Department.

For Information

8. **A104 ROAD SAFETY SCHEME (SEF 22/23)**

Report of Interim Executive Director, Environment.

For Information

The Commons

9. **THE COMMONS – ASSISTANT DIRECTORS UPDATE JUN-JULY 2023**

Report of the Interim Executive Director Environment Department.

For Information

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

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

Part 2 - Non-Public Agenda

12. **EXCLUSION OF THE PUBLIC**

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

For Decision

13. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the previous meeting held on 13 July 2023.

For Decision
(Pages 93 - 96)

14. **MATTERS ARISING**

- a) Action Tracker

Report of the Town Clerk.

15. **EPPING FOREST LEASE RENEWAL AND LICENCE RENT REVIEW (SEF 25/23)**

Report of Interim Executive Director of Environment Department.

For Decision
(Pages 97 - 120)

16. **NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

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

EPPING FOREST & COMMONS COMMITTEE

Thursday, 13 July 2023

Minutes of the meeting of the Epping Forest & Commons Committee held at
Committee Room - 2nd Floor West Wing, Guildhall on Thursday, 13 July 2023 at
11.00 am

Present

Members:

Benjamin Murphy (Chairman)
Caroline Haines (Deputy Chairman)
Alderman Vincent Keaveny, CBE
Verderer Michael Chapman DL
Verderer William Kennedy
Verderer Paul Morris
Verderer Nicholas Munday

Officers:

Emily Brennan	- Natural Environment Department
Jacqueline Eggleston	- Natural Environment Department
Ellen Fouweller	- Town Clerk's Department
Clem Harcourt	- Chamberlain's Department
Elisabeth Hannah	- Natural Environment Department
Joanne Hill	- Natural Environment Department
Jo Hurst	- Natural Environment Department
Richard Holt	- Town Clerk's Department
Jack Joslin	- Bridge House Estates
Simon Owen	- Chamberlain's Department
Julia Pridham	- Bridge House Estates
Geoff Sinclair	- Natural Environment Department
Tristan Vetta	- Natural Environment Department

1. **APOLOGIES**

There were no apologies.

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

There were no declarations of interest.

3. **MINUTES**

RESOLVED - That, the public and non-public summary of the previous minutes held on 15 June 2023 be approved as a correct record subject to the amendment of the title at item 16.

4. **MATTERS ARISING**

There were no matters arising.

4.1 **Action Log**

RESOLVED – That, the town clerk update the actions as appropriate.

5. **STAKEHOLDER ENGAGEMENT & LEAD MEMBER PROPOSALS**

The Committee considered a report of the Executive Director, Environment, concerning Stakeholder Engagement & Lead Member Proposals.

The Chairman discussed the recent skills audit conducted earlier this year, emphasising the need to address issues that had arisen, especially during the pandemic. As a result a comprehensive list of recommendations has been generated to address concerns raised by consultative groups and others. It was noted that the recommendations outline in the report focus on improving meeting frequency, scheduling, and aligning internal reporting structures with Chamberlain and other stakeholders. The Chairman acknowledged the importance of maintaining a virtual meeting format to ensure participation while also exploring opportunities for in-person attendance. Additionally, Members were informed there is a commitment to reinvigorate local government liaison groups, consolidating their efforts as part of the broader governance review.

RESOLVED - That Members,

1. Approved the retention of Epping Forest & Commons Committee (EF&CC) meetings on a bimonthly basis, holding six meetings each year, four quarterly meetings for primarily Committee business with updates from control and logistics functions, and two additional meetings focused on strategy and policy development, potentially also aligning to site visits.
2. Endorsed the revision of Director and Assistant Director reporting to Members from narrative-based reporting to reporting focused on key performance indicators and project progress timetables which drive strategic priorities.
3. Endorsed the provision of early drafts of business requiring decision or policy proposals to EF&CC prior to being considered by consultative groups, to allow Members to set the framework for consultation and ensure responses are fully considered prior to decision making.
4. Approved the introduction of an Epping Forest bimonthly 'surgery' led by the Assistant Director (Superintendent) for Verderers to discuss issues raised by all members of the public.
5. Endorsed the retention of Epping Forest Local Authority Liaison Meetings, on a bi-annual basis, to allow local councillors to work together as one group to support each charity. These meetings will be Chaired by the Chairman or Deputy Chairman. Reflecting the dispersed character of The Commons arrangements will continue to embed Councillors into the relevant Charity Consultative Groups.

6. Approved the change to arrangements of the Epping Forest Consultative Group as outlined in the report.
7. Approved changing the arrangements of The Commons Consultative Group as outlined in the report.
8. Referred the consideration of an Annual Review Meeting, known under former Forest Law as a Regard, to the forthcoming Charity Review.
9. Explored the best platform to house action logs and other relevant information for each charity consultative group, which is accessible to external members.
10. Noted that the Epping Forest and Commons Committee Management Plan Sub-Committee and the Land Registration Working Group (LRWG) was abolished by the Court of Common Council in December 2021.
11. Noted that the Epping Forest Joint Consultative Committee was abolished by the Court of Common Council in December 2021. The Joint Agreement with the Field Studies Council will be amended to reflect this decision while scrutiny and budget setting of the licence will be added to the work of EF&CC.
12. Regularise community liaison for major project management around time limited 'Task and Finish Groups', predominantly led by Officers to ensure continuous communication and improved stakeholder partnership.
13. Continued with arrangements for the Epping Forest Special Area of Conservation (EFSAC) Mitigation Joint Steering Group meetings agreed by your Committee in November 2019.
14. Approved the creation of Lead Members, as proposed below aimed at helping spread the burden of office placed upon the Chairman amongst the wider committee, and also making best use of talent available on the Committee.

6. **EPPING FOREST AND THE COMMONS MEDIA FORWARD PLAN**

The Committee considered a report of the Executive Director, Corporate Communications and External Affairs concerning a media forward plan.

The Chairman expressed gratitude for the efforts being made and acknowledged the importance of the work being undertaken by the media team. He recognised that, as the Chairman, he may have a more comprehensive view of these daily activities. However, he emphasised the value of creating a more organised framework to delineate roles and responsibilities, particularly in comparison to the activities of the local teams.

Officers noted the report outlined the upcoming activities of the media team for the next 12 months. Members were informed the report solely focuses on the media team's responsibilities. Officers said that there are local communications

offices responsible for various activities at the sites, including stakeholder communications and creating posters. It was noted that a comprehensive report that consolidates all these efforts would be presented at a later date.

A member inquired about the absence of any reference to additional funding or resources in the report. They sought clarification on how much of the proposed initiatives can be achieved using existing resources and whether there are plans to allocate specific funding as these campaigns progress. It was raised whether these initiatives are currently within the scope of the existing budget. The Chairman noted that the proposed initiatives were funded in the existing window.

RESOLVED – That, Members agree the contents of the report.

7. REVENUE OUTTURN 2022/23 - EPPING FOREST AND COMMONS

The Committee received a report of the Executive Director, Environment comparing the revenue outturn for the services overseen by your Committee in 2022/23 with the final agreed budget for the year.

Members were informed that at Appendix D, which provides an overview of the Commons, that there was an overspending of £89,000 related to local risk which explained the overall expenditure of £97,000. It was noted that there were increases in transporter costs. The Chairman emphasised the importance of documenting the situation, as it was crucial to clarify to the resource allocation sub-committee that these are emergency works costs. There were three emergency works due to uncontrollable factors like tree diseases and broken equipment. These circumstances occurred toward the end of the year, necessitating the expenditure of funds.

RESOLVED – That Members, Note the report and the proposed carry forward of local risk and PIP underspending to 2023/2.

8. RISK MANAGEMENT UPDATE REPORT

The Committee considered a report of the Executive Director, Environment providing the Committee 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 the Charities Act 2011.

Officers explained that there was a commitment to provide summary risk registers every six months, along with more detailed ones for specific stakeholders. This marked the first occasion on which officers presented the summary registers. Officers highlighted a few Epping Forest risks due to exceptional circumstances. Currently, this pertains to tree failure risk and severe weather, influenced by the season and fire risk considerations. Additionally, officers included the Park Reservoirs project risk on the summary register because it is directly related to Epping Forest.

Regarding risks raised by Members, Officers said that the organisations risk structure includes corporate concerns related to staff recruitment and retention,

health and safety, operational property, and maintenance. It was noted these issues are addressed at a corporate level and are also reflected in the smaller departmental and individual risk registers. Members were informed that they are regularly reviewed and discussed by the Chief Officers Management Group and the Executive Leadership Board. Specific departmental matters are deliberated by the chief officers within these groups, and if necessary, they are escalated through this established process.

In relation to a question from the Chairman on reputational risk, officers noted numerous risks in the register incorporate reputational considerations. Members were informed that risks are categorised into distinct groups, however it should be emphasised that certain risks can straddle multiple categories. For instance, while a risk may primarily pertain to health and safety, it can concurrently carry substantial reputational consequences.

Regarding staff, officers noted both City Gardens and West Ham Park are adequately staffed. It was noted current vacancy rate is approximately three-quarters lower than initially projected. Furthermore, the number of staff members at risk is considerably lower than initial expectations.

RESOLVED – That Members, confirmed, on behalf of the City Corporation as Trustee, that the Summary Risk Registers appended to this report satisfactorily identify the key risks to each of the charities and that appropriate systems are in place to effectively identify and mitigate risks.

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

The Committee received a report of the Executive Director, Environment concerning providing Members with a review of the delivery of the 2022/23 high-level Open Spaces Business Plan which was approved by the Open Spaces and City Gardens Committee in December 2021.

RESOLVED – That, Members note the report.

10. **KENLEY REVIVAL PROJECT. A NATIONAL LOTTERY HERITAGE FUND (FORMERLY HLF) FUNDED PROJECT.**

The Committee received a report of the Director of Natural Environment concerning Kenley Revival Project. A National Lottery Heritage Fund (formerly HLF) funded project.

RESOLVED – That, Members noted the report.

11. **THE COMMONS - ASSISTANT DIRECTORS UPDATE APR-MAY 2023**

The Committee received a report of the Executive Director, Environment summarising activities across The Commons between April 2023 and May 2023. Key data is presented in a dashboard format with further detail given in the main report.

Members were informed that there had been an unfortunate incident in early June involving a member of the public who was found deceased in a ditch

Burnham Beeches. There is no indication that the site was involved. Regarding the reptile service, officers noted while there are numerous figures presented, the key takeaway was that the efforts over the past decade to clear scrub regrowth and open up areas in partnership with Natural England had greatly benefited wildlife, particularly lizards. The restored habitat areas have shown an increase in the abundance of these species, indicating the success of the project.

RESOLVED – That, Members note the report.

12. COUNTRYSIDE STEWARDSHIP 2023 APPLICATION FINAL DETAILS (SEF 14B/23)

The Committee considered a report of the Executive Director, Environment concerning countryside stewardship 2023 application details.

RESOLVED - That Members,

1. Note the changes to the proposals.
2. Approved the proposals and related Countryside Stewardship final grant application as outlined in paragraph 32 (detailed in Appendix 1), subject to any changes resulting from engagement with government agencies.
3. Delegate authority to the Executive Director Environment to agree any further such changes to the proposals in this report in consultation with the Chairman and Deputy Chairman of Epping Forest & Commons Committee.
4. Delegate authority to the Director of Environment to sign the grant award offer, agreement and associated paperwork.
5. Approved the increased use of contractors for delivering the existing Countryside Stewardship grant

13. EPPING FOREST - ASSISTANT DIRECTOR'S UPDATE APRIL - MAY 2023 (SEF 16/23)

The Committee received a report of the Executive Director, Environment to summarise Epping Forest's activities between April and May 2023.

Members noted that the debt reduction is commendable and expressed gratitude to the team for their efforts in achieving this.

RESOLVED – That, Members note the report.

14. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

15. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

The Chairman raised the following points:

- Recent highlights include the successful opening of the natural play area in Wanstead Park, a well-received partnership project

- Upcoming visit dates include September 23rd, with a visit to Epping Forest, where the Chair of Policy and Resources will participate, offering a chance to address on-ground issues, celebrate achievements, and explore investment opportunities.
- Next week: Burnham Beaches visit and Dorneywood House lunch with a diverse audience, including local authorities and neighbours. Committee members are encouraged to attend, and we appreciate those who have confirmed attendance for what promises to be a rewarding day.

16. **EXCLUSION OF THE PUBLIC**

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

17. **NON-PUBLIC MINUTES**

RESOLVED – That, the non-public minutes of the meeting held on 15 June be agreed as a correct record.

18. **MATTERS ARISING**

There were no matters arising.

18.1 **Action Log**

RESOLVED – That, the town clerk updated the actions as appropriate.

19. **LICENSING REQUEST**

The Committee received a report of the Executive Director, Environment.

20. **REQUEST FOR THE PROVISION OF A DEED OF GRANT EASEMENT (SEP 19/23)**

The Committee considered the report of the Executive Director.

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

The Committee considered a joint report of Managing Director BHE & Natural Environment Director.

22. **HISTORICAL INCOME REPORT (2017/18-2024) FOR EPPING FOREST.**

The Committee received a report of the report of the Executive Director.

23. **HISTORICAL INCOME REPORT (2017/18-2024) FOR ASHTEAD COMMON**

The Committee received a report of the report of the Executive Director.

24. **HISTORICAL INCOME REPORT (2017/18-2024) FOR BURNHAM BEECHES**

The Committee received a report of the report of the Executive Director,

25. HISTORICAL INCOME REPORT (2017/18-2024) FOR WEST WICKHAM AND COULSDON COMMON

The Committee received a report of the report of the Executive Director,

26. NON PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were no questions.

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

There was no urgent business.

The meeting ended at 1.20pm

Chairman

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Agenda Item 6

Committee(s)	Dated:
Epping Forest and Commons Committee	14 September 2023
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 5, 12
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: Interim Executive Director Environment	For decision
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report is presented to provide the Epping Forest and Commons Committee 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 the Charities Act 2011. Risks are reviewed regularly within the Department as part of the ongoing management of the operations. They are also reviewed regularly by the management teams at Epping Forest and The Commons.

Your Committee is responsible for five Registered Charities: Epping Forest (charity number 232990), Ashted Common (charity number 1051510), Burnham Beeches (charity number 232987), Coulsdon and Other Commons (charity number 232989) and West Wickham and Spring Park (charity number 232988). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the Corporate Risk Register guidance, the management of these risks meets the requirements of the Charity Commission.

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

The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a higher, strategic, level. The Cross-Divisional risks are summarised in this report and at Appendix 6.

Recommendation

Members are asked to consider, and if agreed, confirm, on behalf of the City Corporation as Trustee, whether the Risk Registers appended to this report satisfactorily identify the key risks to each of the five charities and that appropriate systems are in place to effectively identify and mitigate risks.

Main Report

Background

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

by the Director. The Cross-Divisional risks are summarised in this report, with the Summary Risk Register included at Appendix 6 for information. The detailed Cross-Divisional Risk Register is presented to the Natural Environment Board for decision on a quarterly basis.

Current Position

Epping Forest Risks

8. The Epping Forest Risk Register is provided at Appendix 1. The register contains seven RED and seven AMBER risks owned and managed by the Assistant Director, Epping Forest and his Management Team. In addition, the Wanstead Park Reservoirs (RED) risk is managed in collaboration with the District Surveyor's Office.
9. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. The risks are listed below with their current score and notes summarising significant recent updates, where applicable.
 - **ENV-NE-EF 004: Decline in condition of assets (RED, 32)**
As a result of ongoing deterioration of assets and the lack of funding for remediation, the likelihood of this risk has been reassessed as 'likely' rather than 'possible, which has increased the current risk score to Red 32 (likely / extreme). Officers continue to liaise with colleagues in the City Surveyor's Department with the aim of reducing the risk.
 - **ENV-NE-EF 017: Tree failure (RED, 32)**
This risk remains at the maximum level of likelihood and impact (likely / extreme) due to a single Poplar tree identified as dangerous close to the M25 and high voltage power cables. Following legal advice, notice has been served on the power company to resolve the matter. Once resolved, the risk score will be reassessed and reduced if appropriate.
 - **ENV-NE-EF 006: Raised reservoirs (RED, 24)**
 - **ENV-NE0EF 018: Wanstead Park Reservoirs (RED, 24)**
This risk has been transferred to the Epping Forest risk register from the Cross-Divisional risk register (and re-coded accordingly) as it is specific to Epping Forest. The risk continues to be managed in collaboration with the District Surveyor's Office, Engineering Team and has been updated to reflect the current status of the project. A further detailed report on the project will be brought to your Committee as Project Gateway 5 is reached.
 - **ENV-NE-EF 008: Invasive non-native species (INNS), Pests and Pathogens (RED, 16)**
This risk, which formally covered INNS only, has now been amalgamated with the previously separate 'Pathogens' risk. This amalgamation aligns with the draft Epping Forest 'INNS, Pests and Pathogens Policy'. The risk has also been updated to include actions to control the risks associated

with Harmful Algal Blooms (HABs) and Bovine Tuberculosis.

- **ENV-NE-EF 012: Loss of forest land and buffer land/or concession of prescriptive rights** (*RED, 16*)
- **ENV-NE-EF 015: Public behaviour** (*RED, 16*)
- **ENV-NE-EF 003: Health and safety incidents/catastrophic health and safety failure** (*AMBER, 12*)
An action has been added to this risk to assess the need for, and provision of, water safety equipment at high risk locations within the Forest.
- **ENV-NE-EF 010: Development consents close to forest land** (*AMBER, 12*)
- **ENV-NE-EF 013: Loss of knowledge in skilled staff/difficulties in recruitment** (*AMBER, 12*)
Following Members' suggestions that the current risk score be increased, and the risk be proposed for escalation to the Corporate Risk Register, this risk has been reviewed in detail by the Executive Director Environment; the Natural Environment Director; and the Assistant Director, Epping Forest. It was concluded that a current risk score of 12 (possible / major) is appropriate as the TOM process is nearing conclusion. Recruitment to vacancies has now commenced and plans and systems are in place to ensure the retention and transfer of information and knowledge. Although the risk remains, the effects are being controlled and a reduction to the target score of 6 (possible / serious) by the end of the financial year is realistic. For these reasons, escalation of the risk to the Corporate Risk Register has not been taken forward. The risk will be kept under regular review and appropriate action taken should the situation change.
- **ENV-NE-EF 016: Financial management and loss of income** (*AMBER, 12*)
- **ENV-NE-EF 005: Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) condition** (*AMBER, 8*)
- **ENV-NE-EF 009: Severe weather events** (*AMBER, 8*)
- **ENV-NE-EF 011: Wanstead Park – Heritage at Risk Register** (*AMBER, 8*)
- **ENV-NE-EF 014: Major incident resulting in prolonged 'access denial'** (*AMBER, 8*)

The Commons Risks

A separate risk register is held for each of the four Commons charities to enable effective site-specific management and assessment.

10. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. The risks are listed below with their current score and notes summarising significant recent updates, where applicable.
11. Each of the four registers included a risk which addressed the threat of 'Industrial action by emergency services'. These risks had low scores (GREEN,3) and have now been removed from the registers as the likelihood of such industrial action has reduced significantly and each site has appropriate controls in place to deal with the situation, should it occur. If it becomes necessary, the risks can be reactivated in the future.

Ashtead Common

12. The Ashtead Common Risk Register (Appendix 2) contains five AMBER and one GREEN risk as shown below.

- **ENV-NE-AC 004: Local planning issues** (AMBER 8)
- **ENV-NE-AC 005: Tree diseases and other pests** (AMBER, 8)
The score of this risk has been increased from 6 (possible / serious) to 8 (likely/serious) due to a recent increase in reports of tick bites and at least one confirmed case of Lyme Disease. An action plan is in place which should help to bring the risk score back to 6.
- **ENV-NE-AC 009: Maintenance of buildings and other structures** (AMBER, 8)
- **ENV-NE-AC 006: Climate and weather** (AMBER, 6)
- **ENV-NE-AC 008: Water pollution** (AMBER, 6)
- **ENV-NE-AC 001: Budget reduction and income loss** (GREEN, 4)

Burnham Beeches and Stoke Common

13. The Burnham Beeches and Stoke Common Risk Register (Appendix 3) contains four RED and four AMBER risks. None of the risk scores have changed since the last report to your Committee.

- **ENV-NE-BBSC 002: Damage to sites** (RED, 16)
- **ENV-NE-BBSC 005: Tree diseases and other pests** (RED, 16)
- **ENV-NE-BBSC 007: Rural Payment Agency Grants** (RED, 16)
- **ENV-NE-BBSC 009: Maintenance of buildings and other structures** (RED, 16)
- **ENV-NE-BBSC 001: Budget reduction and income loss** (AMBER, 12)
- **ENV-NE-BBSC 004: Local planning issues** (AMBER, 12)
- **ENV-NE-BBSC 006: Climate and weather** (AMBER, 12)
- **ENV-NE-BBSC 008: Pollution** (AMBER, 8)

Coulsdon and Other Commons

14. The Coulsdon and Other Commons Risk Register (Appendix 4) contains one RED and six AMBER risks. None of the risk scores have changed since the last report to your Committee.

- **ENV-NE-COC 009:** Maintenance of buildings and other structures (RED, 16)
- **ENV-NE-COC 002:** Damage to sites (AMBER, 12)
- **ENV-NE-COC 004:** Local planning issues (AMBER, 8)
- **ENV-NE-COC 005:** Tree diseases and other pests (AMBER, 8)
- **ENV-NE-COC 008:** Pollution (AMBER, 8)
- **ENV-NE-COC 001:** Budget reduction and income loss (AMBER, 6)
- **ENV-NE-COC 006:** Climate and weather (AMBER, 6)

West Wickham and Spring Park

15. The Wickham and Spring Park Risk Register (Appendix 5) contains one RED and five AMBER risks. None of the risk scores have changed since the last report to your Committee.

- **ENV-NE-WWSP 009:** Maintenance of buildings and other structures (RED, 16)
- **ENV-NE-WWSP 002:** Damage to sites (AMBER, 12)
- **ENV-NE-WWSP 004:** Local planning issues (AMBER, 8)
- **ENV-NE-WWSP 005:** Tree diseases and other pests (AMBER, 8)
- **ENV-NE-WWSP 001:** Budget reduction and income loss (AMBER, 6)
- **ENV-NE-WWSP 006:** Climate and weather (AMBER, 6)

Natural Environment Cross-Divisional Risks

16. The Cross-Divisional Risk Register of the Natural Environment Division contains top-level risks which are common to most or all sites: individual charities hold their own specific risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.

17. The Cross-Divisional risks are owned by the Natural Environment Director who reviews them regular in liaison with her Senior Leadership Team. A recent, detailed review has resulted in current and target risk scores being updated and three new risks being added to the register. In addition, the risk relating to the Wanstead Park Reservoirs project has been transferred to the Epping Forest risk register as it relates specifically to that site.

18. The Natural Environment Board is asked to approve the detailed Cross-Divisional risk register on a regular basis, and your Committee receives the Summary Register for information. Appendix 6 contains the Summary Risk Register; the three new risks are included in detail for your reference.

- **ENV-NE 003: Repair and maintenance of buildings and structural assets** (RED, 32)

- **ENV-NE 004: Pests and diseases** (*RED, 16*)
- **ENV-NE 010: Budget pressures** (*RED, 16*)
- **ENV-NE 016: Wildlife management** (*RED, 16*)
This new risk addresses the necessary control of wildlife across the Natural Environment site in order to ensure populations remain healthy and in balance with their environment, to conserve biodiversity and protect carbon stocks. A key action is to undertake deer management at Epping Forest.
- **ENV-NE 014: Lack of asset register** (*RED, 16*)
This new risk includes actions to compile a comprehensive asset register for the Division, so that we can identify ownership and ensure compliance with Charity Commission requirements. The register will also enable us to consider wider opportunities for income generation.
- **ENV-NE 001: Health and Safety** (*AMBER, 12*)
- **ENV-NE 002: Extreme weather and climate change** (*AMBER, 12*)
- **ENV-NE 005: Impact of development** (*AMBER, 12*)
- **ENV-NE 011: Recruitment and retention of staff** (*AMBER, 12*)
- **ENV-NE 013: Increased visitor pressure** (*AMBER, 8*)
This new risk addresses the Division-wide issues related to increased number of visitors. Actions are being undertaken to improve visitor infrastructure and encourage the public to use sites responsibly.

Risk Management Process

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

Identification of New Risks

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

Corporate and Strategic Implications

23. 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.
24. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into consideration as part of the development of the Natural Environment Divisions' emerging strategies.
25. 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

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

Appendices

- Appendix 1 – Epping Forest Risk Register
- Appendix 2 – Ashted Common Risk Register
- Appendix 3 – Burnham Beeches and Stoke Common Risk Register
- Appendix 4 - Coulsdon and Other Commons Risk Register
- Appendix 5 – West Wickham and Spring Park Risk Register
- Appendix 6 - Natural Environment Cross-Divisional Risks - Summary Register
- Appendix 7 – City of London Corporation Risk Matrix

Contact

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Epping Forest Detailed Risk Register

Generated on: 29 August 2023



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	Current Risk score change indicator
ENV-NE-EF 004d 21 19-Aug-2015 Paul Thomson	<p>Causes: Insufficient maintenance resource; failure to implement recommendations; damaging activity by visitors to the Forest.</p> <p>Event: Failure to meet statutory regulations and checks. Assets deteriorate to unusable/unsafe condition.</p> <p>Effect: Poor condition of assets; loss of value; cost of repair; fines from Local Authority and other statutory bodies. Reputational risk (including media coverage, stakeholder group escalations and Consultative Group complaints); inability to deliver corporate objectives.</p>		32	<p>The current score of this risk has been increased to 32 (likely / extreme) due to the ongoing deterioration of assets across the Forest, including Grade II listed and heritage assets, and no identified funding for remediation. This has resulted in increased reputational and H&S risks and decreased ability to deliver corporate objectives.</p> <p>23 Aug 2023</p>		24	30-Sep-2024	<p>↑</p> <p>Increasing</p>
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 004d	Schedule of statutory checks and visits held and carried out by City Surveyor's or delegated to site.	Comprehensive Fire Risk Assessment Audits have been carried out across all Epping Forest sites with no local actions outstanding.	Jo Hurst	16-Aug-2023	31-Mar-2024
ENV-NE-EF	Joint inspection of all buildings including residential by	COVID-19 and changes of staff in the City Surveyor's Department (CSD) have delayed	Jo Hurst	16-Aug-	31-Mar-2024

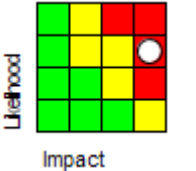
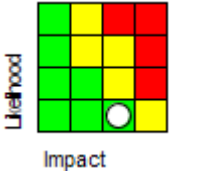
Appendix 1

004e	site and City Surveyor's to capture maintenance needs. Required annually.	progress. Some empty lodges have been visited for condition surveys. A proposed CSD SLA indicates that CSD are likely to withdraw their attendance at these inspections.		2023	
ENV-NE-EF 004g	Put actions and processes in place which ensure the upkeep and development of the site.	The replacement of the roof on the small barn has been postponed further under CWP, with no future date identified. Roofing for Pad1 is a Spend to Save project moving through the Gateway process, subject to a 40% Defra grant.	Paul Thomson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 004j	Monitor the path network annually and carry out necessary maintenance.	The path network is monitored on an annual basis, and a maintenance programme prepared to address issues raised. We have £250k RASC funding, recently confirmed after review, for environmental damage to paths caused by high levels of use by visitors.	Paul Thomson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 004k	Fleet replacement programme	Some remaining assets such as vehicles, tractors and other mobile agricultural machinery are exceeding their operational life and failing increasingly tight environmental standards, such as the extension of ULEZ. All replacements must be funded by local risk as no central fund is available. Budget has been prioritised for a series of replacements, using part exchange, hire purchase or other financial arrangements to allow the most efficient replacement of assets, prioritised by risk.	Jo Hurst	16-Aug-2023	31-Mar-2024
ENV-NE-EF 004l	Maintain the condition of the scheduled ancient monuments (SAMs). Improve the current state of knowledge of the extent of the monuments. Protect the monuments from erosion due to visitor activities.	Conservation Management Plans are in preparation for Loughton Camp and Ambresbury Bank to manage the conflicting risks of protection of the Scheduled Ancient Monuments (SAMs) and the veteran trees upon the monuments. The SAMs at Purlieu Bank (2 sections) and The Temple at Warlies Park are subject to ongoing review. We undertook a LiDAR of all SAMs during winter 2022/23, while trees were not in leaf. Results have been transferred to GIS and are now available. Specific plans are being prepared to alter public use of SAMs to prevent erosion.	Sally Gadsdon	16-Aug-2023	31-Dec-2023

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	Current Risk score change indicator
ENV-NE-EF 017 Tree failure 20-Apr-2023	<p>Cause: Large numbers of older, more vulnerable trees throughout Epping Forest which require regular inspection and works to prevent failure. A rise in tree disease combined with extreme weather conditions due to climate change exacerbate the risk. Staff shortages due to the Target Operating Model (TOM) process have resulted in insufficient staff resources to complete necessary works.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>	<p>Likelihood</p> <p>Impact</p>	32	<p>This risk is actively managed with regular inspections of trees according to Forest-wide risks zones as well as the Severe Weather Protocol which is implemented in the event of large storms/high winds.</p> <p>As at 24 March 2023, the risk score was set to the maximum (likely/extreme) due to a single Poplar tree identified as dangerous in close proximity to the M25 and high voltage power cables. Following legal advice, the City of London has served notice on the power company to resolve the matter. Once resolved, the risk score will be reassessed and lowered if appropriate.</p> <p>A hazardous tree survey was completed in 2022 but works arising, particularly at the amber zones, have not been completed due to recruitment restrictions and larger numbers of hazardous trees being identified. These works are unlikely to be completed this year. Red zones are being prioritised. The situation will be kept under review. We are supplementing our teams with the use of specialist contractors to help address deadlines until such time as we are able to recruit staff on a permanent basis.</p>	<p>Likelihood</p> <p>Impact</p>	12	31-Mar-2024	

Paul Thomson							
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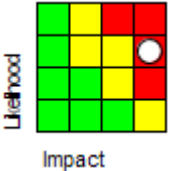
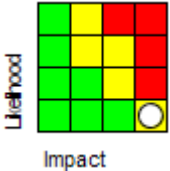

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 017a	Carry out tree safety survey and works.	A tree safety survey has been completed but staff shortages and contractor delays have meant that arboricultural works are significantly delayed, and many actions have slipped out of time - we now aim to complete them by the end of 2024. Contractors have been engaged to carry out a section of high priority roadside works and bids for further resource are likely to be lodged during 2023. Following a rise in Massaria and sooty bark disease infections, and severe storms, it is anticipated that new surveys will result in circa 800 new tasks to be completed, adding substantially to the backlog of works. We have been unable to employ more staff and have had to increase contractor works to reduce the backlog.	Paul Thomson	29-Aug-2023	31-Dec-2024
ENV-NE-EF 017b	Continue to enforce the Severe Weather Protocol as appropriate and keep it under regular review.	A Severe Weather Protocol is in place which details planning and response, in particular to high winds. We are unable to 'close' the Forest during such events but social media and staff broadcast messages to warn members of the public to avoid the Forest, and serious or large scale events are followed by a programme of walking trails and paths to find and action resulting dangers such as hanging tree limbs.	Paul Thomson	16-Aug-2023	31-Mar-2024
ENV-NE-EF	Resolve the issue with the Poplar tree in close proximity to the M25.	Following legal advice, we have served notice on the power company to resolve the matter and are waiting for them to take action.	Paul Thomson	16-Aug-2023	31-Oct-2023

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	Current Risk score change indicator
ENV-NE-EF 006 Raised Reservoirs 19-Aug-2015 Paul Thomson	<p>Cause: Inadequate design; insufficient prescribed maintenance; leaks compromising dam integrity; failure to implement Panel Engineer’s recommendations; failure to keep dams clear of vegetation; failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR.</p> <p>Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse.</p> <p>Effect: Loss of life; damage to downstream land/property; litigation; risk of prosecution; reputational harm; damage to/loss of habitat and associated rare species; fines from Environment Agency.</p>		24	<p>We are awaiting approval of a Design-Build contractor for the Baldwins Pond project. We intend to appoint a consultant to carry out a full design before separately tendering a works-only contract.</p> <p>16 Aug 2023</p>		4	31-Oct-2024	Constant
							Reduce	

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 006a	Statutory inspection visits by engineer - 6 monthly in May and October.	Twice yearly inspections completed on schedule as agreed with the Panel Engineer.	Paul Thomson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 006c	Weekly inspection of reservoirs/dam.	Ongoing action. Digital Blue Books are being completed at agreed intervals. Formal recording has moved to an online process.	Laura Lawson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 006e	Undertake scoping evaluations for Baldwins Pond.	We are awaiting approval of a Design-Build contractor for the Baldwins Pond project. We intend to appoint a consultant to carry out a full design before separately tendering a works-only contract.	Paul Thomson	16-Aug-2023	31-Oct-2024
ENV-NE-EF 006f	Maintenance of Rookery Wood, Tudor Square Pond. Conservation management of Copped Hall.	<p>District Surveyor's Division to fund and plan maintenance works. A plan to schedule the structure and seek Countryside Stewardship Funding for some dam elements was approved by Committee in November 2022. We are currently looking at further survey work on heritage and biodiversity value with Historic England to explore options on the site and possible funding. This may have medium-term implications beyond 2024 for beginning to access site and explore modifying the earthworks in the long term. There is no funding from the Cyclical Works Programme at present. A draft report on the Historic England assessment has been submitted to the CoL.</p> <p>The most recent Panel Engineer inspection raised a notice of concern in relation Tudor Square Pond sluice gates. We are making a Capital Bid to address this safety issue.</p>	Paul Thomson	16-Aug-2023	31-Mar-2024

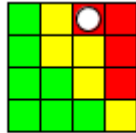
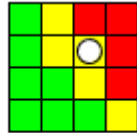

		This will be linked to the Copped Hall Conservation Management Plan which has been completed and is currently out for consultation. District Surveyor's Division has carried out assessment works of the in-place dam structure and LiDAR mapping.			
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Risk 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	Current Risk score change indicator
ENV-NE-EF 018 Wanstead Park Reservoirs	<p>Cause: Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p>Event: Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p>Impact:</p> <ul style="list-style-type: none"> • Potential for loss of life or injury to staff/residents. • Legal action by the Environment Agency. • Low level flooding of the park and surrounding residential/commercial areas. • Damage to a listed landscape. • Requirement for significant immediate CoL funds to repair damage. • Civil claims/financial loss claims made from residents/businesses. • Adverse effect on the reputation of the City corporation (local/national media interest). • Park closed for several weeks. 		<p>24</p>	<p>Engineering study completed November 2020 recommended a lower level of activity required than originally envisaged. While the Large Raised Reservoirs (LRRs) are classified as High Risk under the Reservoirs Act 1975 and the Flood and Water Management Act 2010, their Dam Category of C or D means that the outcome of failure is relatively small. A further additional assessment of the interaction between the River Roding and Ornamental Waters has been undertaken.</p> <p>The project progressed through Gateway 4 in January 2023.</p> <p>Detailed designs for dam strengthening works and the reinstatement of the up-cascade pumping system are now being progressed with procurement due shortly, having been delayed.</p> <p>The City Surveyors are progressing works to reinstate the River Roding pumphouse and other land drainage works to increase water supply to the Ornamental Water. An application for winter abstraction is with the Environment Agency.</p> <p>The GLA Fund SuDS Feasibility report was finalised in February 2023. A bid to Round 2 of the Green and Resilient Spaces Fund was submitted</p>		<p>8</p>	<p>30-Jun-2024</p>	

Appendix 1

<p>09-Dec-2019 Emily Brennan</p>				<p>but was unsuccessful. Alternative approaches to funding this are now being considered.</p> <p>In October 2021, a weekly inspection of the Perch Pond dam revealed a leak in the vicinity of the outflow structure. This remains under in consultation with the supervising Panel Engineer.</p> <p>29 Aug 2023</p>			<p>Reduce</p>	<p>Constant</p>
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
<p>ENV-NE 007d</p>	<p>Confirm to EA that measures in the interest of safety have been completed.</p>	<p>The Supervising Panel Engineer is kept up to date with the project's progress during their six-monthly inspections of the lakes, during which the Panel Engineer determines if further action is required. The next inspection is due in Oct/Nov 2023.</p> <p>Gateway 4 approval has now been received.</p>	<p>Tim Munday</p>	<p>29-Aug-2023</p>	<p>30-Jun-2024</p>
<p>ENV-NE 007h</p>	<p>A Gateway 5 report will be prepared to request funding and permission to progress works on site. Procurement and progression of detailed designs, tendering for site works, gaining required permissions, design consultation, enabling works and to works to begin on site.</p>	<p>Tender and procurement documentation is being prepared and possible consultants and contractors are being identified. Procurement exercise is yet to start due to project staff resourcing and to align with other works in the park. Exercise is now expected to take place autumn/winter 2023.</p>	<p>Tim Munday</p>	<p>29-Aug-2023</p>	<p>25-Jan-2024</p>

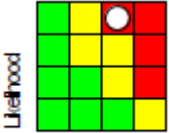
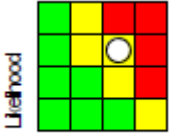

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-EF 008 Invasive Non Native Species (INNS), Pests and Pathogens	<p>Cause: Lack of adequate controls on international trade encourages transmission of invasive non-native species (INNS), pests and pathogens; inadequate site biosecurity often through conscious public release of organisms within the Forest.</p> <p>Event: Sites become occupied by such organisms which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some organisms have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a).</p> <p>Effect: Loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites. Harm to individuals or spread of disease.</p>	 <p>Lifehood</p> <p>Impact</p>	<p>16</p>	<p>The highly pathogenic Avian Influenza (HPAI) variant HN51 has been declared over, but we continue to monitor our wildfowl populations for any symptoms or unexpected fatalities. Public information signage will be reviewed.</p> <p>Ramorum: Rhododendron regrowth continues to require treatment by spraying. Annual inspections are carried out and will next be done in late 2023. Otherwise, there are no obvious increases in risk factors.</p> <p>Ash Dieback: There are no obvious changes, but if weather patterns continue, this is likely to lead to larger ash deterioration. This is being picked up by existing monitoring in target zones but remains a concern.</p> <p>Sooty bark disease: This remains a significant problem and now forms a major part of the annual Hazardous Tree Programme.</p> <p>Harmful algal blooms (HABs): Under nutrient-rich eutrophic conditions Cyanobacteria (Blue-Green Algae) can produce HABs producing harmful toxins which can kill wild animals, livestock and pets and induce skins rashes and sickness in humans. This is a seasonal issue as it is driven by increasing temperatures and low water levels. The summer of 2023 so far has</p>	 <p>Lifehood</p> <p>Impact</p>	<p>12</p>	<p>30-Jun-2024</p>	

Appendix 1

19-Aug-2015 Paul Thomson				not resulted in a higher than normal level of HABs, but we continue to monitor the situation and alert the public as appropriate. Swimming is not permitted in any Epping Forest water bodies and signage is in place warning members of the public to keep dogs away from the water.					
				16 Aug 2023					Reduce Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
Page 30 ENV-NE-EF 008c	Develop an INNS, Pests and Pathogens policy.	Epping Forest INNS, Pests and Pathogens Policy is in draft and will be developed more fully upon recruitment of key staff. The draft Policy will be presented to Committee for approval in due course. An annual assessment and control process is in place. Financial and labour resources continue to be targeted on OPM (nest removal), Ramorum disease (spraying of rhododendron host regrowth), Giant Hogweed and Japanese Knotweed control. A spreadsheet of all taxonomic groups is planned to provide a comprehensive basis for prioritising actions on species and to allow an Action Plan as well as a policy approach.	Paul Thomson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 008g	This action tracks work to mitigate the spread of Oak Processionary Moth in Epping Forest.	OPM is a seasonal risk and remains red due to high levels over the summer. Other INNS are being monitored as usual. The current annual survey is underway. We are reducing reliance on spraying and are increasing the manual removal of caterpillars in high-traffic areas.	Paul Thomson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 008h	Undertake a survey for Massaria twice a year and implement actions which arise.	Staff shortages significantly affected the completion of the tree safety program during 2022. However, Massaria management, involving climbing surveys of affected trees, has been completed.	Paul Thomson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 008i	Sudden Oak Death - Annual inspection of all Rhododendron.	Additional work: mature and large Rhododendron bushes are being removed (by uprooting - to avoid future spraying control where possible).	Paul Thomson	12-Jun-2023	31-Mar-2024
ENV-NE-EF 008j	Develop a biosecurity policy and then implement.	Biosecurity position statement was completed. The location-specific biosecurity measures remain in place at Warren Plantation and were reviewed comprehensively in May 2022.	Paul Thomson	16-Aug-2023	31-Dec-2024

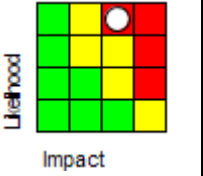
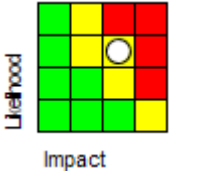
		Wider biosecurity measures for other pathogens are yet to be determined or agreed: a report is due by the end of 2024. The biosecurity measures will now be integrated into the INNS, Pests and Pathogens Action Plan for completion in 2024.			
ENV-NE-EF 008k	Undertake a weekly survey of bird fatalities.	A weekly survey of the highly pathogenic Avian Influenza bird fatalities is carried out. Ad hoc monitoring is still being undertaken but the 2022/23 outbreak has been declared over.	Laura Lawson	16-Aug- 2023	31-Mar- 2024
ENV-NE-EF 008l	Actions in response to notification of a nearby Bovine Tuberculosis breakdown (loss of OFT status).	We have been notified that another livestock herd within 3km of the Forest has had a 'TB Breakdown', this is Defra terminology meaning that the herd involved has lost its Officially Free of Tuberculosis (OFT) status. Due to the geography, this will increase the burden of testing on our herd. Negative testing across the coming months could allow the herd to recover this OFT status. We may need to adjust the grazing activity over the remainder of the season. Our investment in a mobile cattle crush will allow us to undertake the additional testing safely without the risk and complications of having to bring the cattle back to Great Gregories.	Paul Thomson	23-Aug- 2023	31-Mar- 2024
ENV-NE-EF 008m	HABs: regular monitoring and awareness raising.	Regular monitoring of dissolved oxygen levels and the visual inspection of lake surface for HABs is undertaken. Positive testing for HABs by the Environment Agency will lead to health warning signage and social media messaging.	Paul Thomson	16-Aug- 2023	31-Mar- 2024

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	Current Risk score change indicator
ENV-NE-EF 012 Loss of forest and buffer land and/or concession of prescriptive rights 19-Aug-2015 Paul Thomson	<p>Cause: Lack of single definitive reference point for Epping Forest boundaries and accesses.</p> <p>Event: Failure to recognise encroachments or legal limitation by the failure to act within a reasonable period of time.</p> <p>Effect: Compromised statutory responsibility through loss of forest and buffer land to encroachment; concession of prescriptive rights and loss of potential income; significant costs and jeopardy of litigation in recovering rights; harm to City of London’s reputation as Conservators.</p>		16	The risk remains at the same level. We have not yet achieved the target to reach Amber due to test case issues (as below) and insufficient resources in terms of completing on-site surveys.		12	31-Mar-2024	
				Test cases put forward so far are too old to legally challenge, so we are not preferred at this time. We are currently seeking advice from the Legal Team as to how to address the remaining encroachments. We have compiled a report on unresolved encroachments which will be brought to Committee in 2023. Access audit phase one (desk-based review) has been completed. However, more than half of the 38 compartments are still to have a ground-truthing field visit to assess the issues with access on the ground. Therefore, risk remains of potential prescriptive rights being developed. A dedicated Wayleaves Officer is being recruited to address concession of rights.			Reduce	Constant

Appendix 1

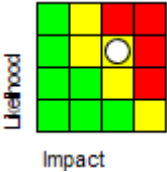
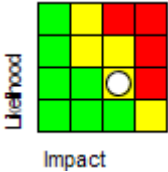

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 012b	Undertake audits of all 38 Forest compartments and buffer land.	Audits will be completed when the team is at full complement. A dedicated Wayleaves Officer is being recruited to address concession of rights.	Laura Lawson	29-Aug-2023	31-Mar-2024
ENV-NE-EF 012d	Work with the City Surveyor's and the Comptroller and City Solicitor's Departments to consider whether legal action is required to settle disputes.	Test cases brought forward are too old for challenge. A draft EFCC report collates all potential historic encroachments with a view to resolve the remaining encroachments. This draft is currently with the Legal Team for their comment.	Tristan Vetta	17-Aug-2023	31-Dec-2023

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	Current Risk score change indicator
ENV-NE-EF 015 Public behaviour 19-Aug-2015 Paul Thomson	Cause: Crime; irresponsible dog owners; rough sleepers; user conflict; trespass; alcohol; unlicensed activity. Event: Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social, irresponsible or unsafe behaviour. Effect: Negative PR; injury to visitors; insurance claims; police exclusion zones; rise in crime rates; illegal occupancy of Forest land; increase in costs of managing public behaviour.		16	We work in partnership with a range of Police and Anti-Social Behaviour managers to manage this risk. We have put in place a range of controls to limit the effects and which should reduce the risk score in time. 17 Aug 2023		12	30-Jun-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 014b	Implementation and monitoring of PSPOs and other dog control measures on sites.	PSPOs are subject to renewal in 2023. A Code of Conduct for responsible dog walking is in place. This is not high priority at present for enforcement, but we are monitoring and taking action where appropriate.	Paul Thomson	17-Aug-2023	31-Mar-2024
ENV-NE-EF 015f	Develop stronger links and become a trusted partner with EFDC, LBWF, LBR and LBN. New relationships with officers in local authorities need creating/developing following staff changes Ongoing action	We now work in partnership with a range of Police and ASB managers to address this risk.	Paul Thomson	17-Aug-2023	31-Mar-2024
ENV-NE-EF 015i	Take appropriate action to address cases of anti-social, irresponsible and unsafe public behaviour.	Officers continue to monitor rough sleeping, fly-tipping, anti-social behaviour and conflict between forest users. They work with appropriate local authorities and agencies to deal with individual cases.	Paul Thomson	17-Aug-2023	31-Mar-2024
ENV-NE-EF 015j	Develop an Enforcement Policy to deal with public behaviour which contravenes the Epping Forest byelaws.	This policy will ensure that City of London staff, those we regulate, and other stakeholders and partners are aware of the intent and principles underpinning our approach to the action we may take when managing unlawful activity in Epping Forest. A draft Policy has been prepared and will be presented to Committees in due course.	Laura Lawson	17-Aug-2023	30-Jun-2024
ENV-NE-EF 015k	Encourage safe and responsible use of the Forest.	Activity based codes of conduct or guidelines for cycling, dog walking, fishing and horse riding have been developed and are available online.	Paul Thomson	17-Aug-2023	30-Jun-2024

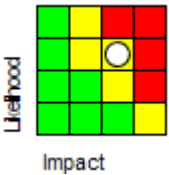
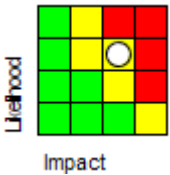

		<p>A general code of conduct for visiting Epping Forest, based on the Countryside Code has been developed. Widespread distribution of this needs further work.</p> <p>The Epping Forest Communications plan includes key messages about behaviour and respect for others.</p> <p>An Enforcement Policy and an Anti-Social Behaviour Policy have been drafted and will be presented to Committees in due course.</p>			
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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	Current Risk score change indicator
ENV-NE-EF 003 Health and Safety incidents / Catastrophic Health and Safety failure 19-Aug-2015 Paul Thomson	Cause: Poor understanding and/or delivery of Health and Safety policies and procedures; failure to link work activity with adequate procedures; risk assessments and safe systems of work not undertaken or completed incorrectly; inadequate appropriate training; failure to implement the results of audits; uncertainties due to the ongoing TOM process. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices. Insufficient staff numbers and heavier workload for those who are in post. Effect: Injury or death of staff, volunteers, contractors, licensees or members of the public; prosecution by HSE and/or Police; increased insurance premiums; harm to City's reputation; fine levied by HSE; staff experience higher levels of physical and mental stress.		12	<p>Staff shortages have resulted in reduced capacity for health and safety work but we continue to prioritise all necessary monitoring, audits and risk assessments.</p> <p>A programme of training will be required as we move forward with recruitment and cross skilling into new structures.</p> <p>29 Aug 2023</p>		8	31-Mar-2024	 Constant
							Reduce	

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 003c	Staff roles linked to essential and desirable training needs. Continual and annual review.	H&S training (operational) system is in place and established. Expiring training known in advance and scheduled. Training items that were delayed or deprioritised due to COVID-19 related complications have been subject to a 'catch-up' plan which has been implemented. A training matrix link to induction and new starters is in place.	Jo Hurst	17-Aug-2023	31-Mar-2024
ENV-NE-EF 003e	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements enables cascading of decisions, issues, responsibilities and communications.	All roles and responsibilities are outlined and clarified in the agreed local Health and Safety statement. Due to the current vacancies, there are gaps in responsibilities which are being prioritised on a risk basis. Review will be necessary in late 2023/early 2024.	Paul Thomson	29-Aug-2023	31-Mar-2024
ENV-NE-EF 003f	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	Annual licensee checks take place: we are concentrating on catering outlets where there are specific issues around hygiene ratings and other issues. Checks may be extended to other commercial tenants, e.g. Cricket Pavilions, but this may just be a single reminder of responsibilities. Event licences on Forest land are being directed to the Local Authority Safety Advisory Group.	Jo Hurst	17-Aug-2023	31-Mar-2024
ENV-NE-EF 003g	Provide support to staff where possible.	Some teams have been understaffed due to temporary restrictions on recruitment during the recent restructure, resulting in overstretched staff and physical and mental stress. Some staff	Jo Hurst	29-Aug-2023	31-Mar-2024

		<p>were at risk of redundancy, causing stress and uncertainty.</p> <p>Key team members are trained Mental Health First Aiders but this is a reactive function intended to notice and act upon indicators of mental health crisis, not to proactively provide support to affect staff members. Support such as Occupational Health and the Employee Assistance Programme is advertised and communicated.</p>			
ENV-NE-EF 003h	Provide water safety equipment at high risk locations.	Swimming is prohibited in all Epping Forest water bodies. However, we have assessed the ponds most likely to be entered by people. A risk assessment is being carried out and water safety equipment is likely to be installed at three locations as part of existing infrastructure.	Paul Thomson	23-Aug-2023	31-Mar-2024

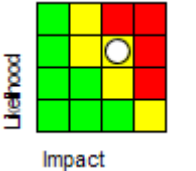
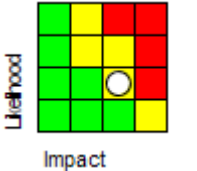

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p>ENV-NE-EF 010 Development Consents close to Forest Land</p> <p>19-Aug-2015 Paul Thomson</p>	<p>Cause: Lack of suitable protections in Epping Forest Acts; Planning Authorities obligations to meet housing targets; failure to monitor and challenge housing and other development plans; lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Large housing, transport infrastructure or other developments on land affecting Epping Forest. Effect: Change in character to the context and setting of Forest Land; potential increase in visitor numbers and recreational pressure; increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity; further increases in traffic volumes on local road network.</p>		<p>12</p>	<p>The Epping Forest District Council (EFDC) Local Plan HRA has now been fully updated in relation to air pollution. An Air Pollution Mitigation Strategy (APMS) was approved by EFDC full council in February 2021 and adopted on 6 March 2023. Nonetheless, elements of this APMS remain to be resolved due to controversy about their introduction or effectiveness - namely the Clean Air Zone - and development sites still present an air quality risk as a result.</p> <p>The London Borough of Waltham Forest (LBWF) Local Plan Examination in Public took place in April 2022. The CoL continues to liaise with LBWF on the Air Quality Management Strategy and SANGS options with a view to securing appropriate protection for the forest.</p> <p>Local Authorities are close to completing the Epping Forest Special Area of Conservation (EFSAC) Mitigation Strategy.</p> <p>17 Aug 2023</p>		<p>12</p>		
							<p>Accept</p>	<p>Constant</p>

Appendix 1

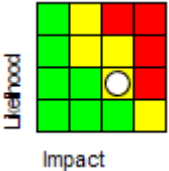
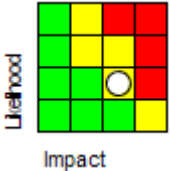

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 010a	Epping Forest DC Local Plan: Attend meetings and respond to consultation on the local plan in order to influence the content of the Plan and the Memorandum of Understanding between EFDC and Natural England. LB Waltham Forest Core Strategy and other LA actions plans: Respond to any further consultation.	SAC Oversight Group has now agreed governance, finance and a package of mitigation measures. We await sign-off from the relevant committees of these LAs to approve. LB Redbridge has already approved and LB Waltham Forest will do so via delegated powers.	Tristan Vetta	17-Aug-2023	31-Mar-2024
ENV-NE-EF 010c	Development and ongoing work on the Forest Transport Strategy	Progress is being made and the Strategy is now in draft. Meetings are held every two months with the District Council and the intention is to extend consultation to other relevant authorities.	Jacqueline Eggleston	17-Aug-2023	31-Dec-2023

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	Current Risk score change indicator
ENV-NE-EF 013 Loss of knowledge in skilled staff / Difficulties in recruitment 19-Aug-2015 Paul Thomson	Cause: Previous reliance on memory-based rather than documentary records; retirements amongst ageing workforce; challenge to recruit to some roles due to competitive marketplace. Event: Loss of knowledge and skills. Effect: Extra training needs; challenges with recruitment to some posts.	 Likelihood Impact	12	Risk is medium. Some loss of skilled staff due to retirement and staff taking external positions. A talent management programme will be designed and implemented from autumn 2023. 29 Aug 2023	 Likelihood Impact	6	31-Mar-2024	 Decreasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 013a	Identify key roles where officers are nearing retirement or expressing development needs or desire to leave CoL or the Department. Review this data annually via PDR's and one to ones. Succession plan drawn up by Management Team and agreed by the Assistant Director. HR support for key roles.	Talent management programme will start to be implemented in autumn 2023, following finalisation of the TOM process and new structures.	Jo Hurst	29-Aug-2023	31-Mar-2024
ENV-NE-EF 013b	Increase documentation of memory based knowledge. Ensure that information needed for emergency situations and out of hours is written down forming part of a pack. Move collected data onto the GIS system.	CiviCRM solution has been delivered and has now been implemented throughout the Epping Forest teams. The StarTraq system for management of PCNs and FPNs is also ready for deployment but delayed due to recruitment and structure pressures in Forest Keeper and Enforcement Team.	Jo Hurst	17-Aug-2023	31-Mar-2024
ENV-NE-EF 013c	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR.	Details to be articulated in talent management pstrategy, but there will always be budgetary constraints and decisions taken on case-by-case basis.	Jo Hurst	17-Aug-2023	31-Mar-2024

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	Current Risk score change indicator
ENV-NE-EF 016 Financial management and loss of income May-2016 Paul Thomson	<p>Cause: Inflation continues to rise following Brexit, the Covid pandemic and the war in Ukraine, putting increased pressure on the Corporation’s budgets. Some key Natural Environment Division income streams are also likely to reduce due to revisions to EU common agricultural policy (CAP) regulation, transition from Basic Payment Scheme (BPS) (total cessation in 2027) and UK interpretation and tightening of qualifying eligibility criteria.</p> <p>Event: Possible reduction in deficit funding from the CoL; reductions in direct grant available from the Environment Agency or Rural Payments Agency (RPA) to deliver agricultural/conservation activity, especially conservation grazing. NE Division may be unable to deliver spend to profile or income generation programmes to agreed targets and timescales.</p> <p>Effect: Adverse impact on service delivery: reduction in income and rising costs mean that less work can be delivered. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing. Reduction / loss of biodiversity, negative impacts on visitor infrastructure and experience.</p>		12	There remains a need to achieve savings and manage inflationary pressures. Our focus is currently on car parking, lodge rentals, commercial wayleaves, and public events. An application to the Rural Payments Agency's (RPA) Countryside Stewardship Scheme was made in April 2023 which will help address the loss of Basic Payment Scheme (BPS) income. Furthermore, new grant schemes under the Environment Land Management Programme also offer additional income for the future. 29 Aug 2023		8	31-Mar-2024	 Constant
							Accept	

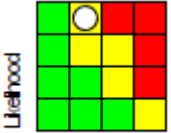
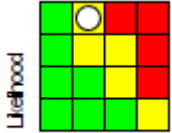
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 016e	Working to deficit budget reduction targets by increasing income generation.	Net income from car parking, lodge rentals and commercial wayleaves has met current budgets, but further efficiencies and income enhancement must be found over the coming years. The draft Natural Environment Division's strategies include a focus on income generation. We are also awaiting the outcome of the Natural Environment Charity Review which may present additional opportunities through changes to financial structures and governance.	Jo Hurst; Paul Thomson	17-Aug-2023	31-Mar-2024

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	Current Risk score change indicator
<p>ENV-NE-EF 005 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 42</p>	<p>Cause: Lack of appropriate habitat and tree management (pollarding) and lack of grazing pressure; Invasive Non Native Species (INNS); anthropogenic nitrogen deposition; atmospheric pollution; and climate change. Event: Unfavourable assessment by Natural England. Effect: Decrease in % SSSI area in favourable condition (currently 35.42%); decrease in % SSSI area in unfavourable recovering (currently 48.24%); loss of current (HLS) and future grant (e.g. CSS) funding; harm to City’s reputation; fines from Natural England and Defra.</p>		<p>8</p>	<p>10-year Countryside Stewardship (CSS) Agreement (Forest 1) for part of the SSSI is in place for 2020-2029 and is being delivered; this includes three SSSI units in “unfavourable” condition.</p> <p>Three further applications to cover the remainder of the SSSI, Wanstead Park and Copped Hall are being prepared. Forest 2 was submitted in April 2023 with work planned to start in 2024. The Wanstead Park and Copped Hall applications may be submitted in 2024.</p> <p>Work is being targeted to address some of the reasons for 'unfavourability' in the units in this second half of the Forest.</p> <p>Expansion of conservation grazing should see an improvement in the grassland management of sites within the SSSI.</p> <p>The site sustained significant damage to the fabric of the SSSI/SAC due to increased visitor numbers during COVID-19, with a rise of around 300%. Damage to entrances and ride edges has been significant. Pathways have proliferated in the wooded areas. Part of the second CSS application includes a request for visitor management infrastructure to help alleviate visitor damage.</p>		<p>8</p>		

Appendix 1

19-Aug-2015 Paul Thomson				17 Aug 2023			Accept	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 005a	Make CSS grant application to avoid loss of this vital income stream whilst ensuring habitat management targets are sustainable across 10-year agreement period.	10-year Countryside Stewardship Agreement (Forest 1) for part of the SSSI has been achieved and is being delivered. A second agreement is being sought for the remainder of the Forest (Forest 2); this was submitted in April 2023 with work planned to start in 2024. Further applications for Copped Hall Park and Wanstead Park have also been agreed by Committee and may be submitted in 2024.	Paul Thomson	17-Aug-2023	30-Apr-2024
ENV-NE-EF 005b	Create plan of action for 5 compartments within existing resources to ensure consideration of priorities for CSS application.	Natural England officers will be reviewing the remaining SSSI compartments for reassessment.	Paul Thomson	17-Aug-2023	31-Mar-2024

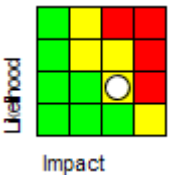
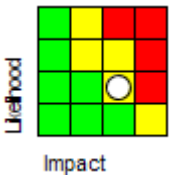

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<p>ENV-NE-EF 009 Severe weather events</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 44</p> <p>19-Aug-2015 Paul Thomson</p>	<p>Cause: Severe gale and storm events; prolonged precipitation/increased precipitation events; restricted precipitation increasing fire severity. Event: Severe weather events including periods of drought; flooding; gales; and increased fire severity. Effect: Risk of injury or death to staff, visitors, contractors and/or volunteers; loss of habitat/public access and intensification of visitor pressure on other areas of Forest; damage/loss of rare/fragile habitats and species; incidents increase demand for staff resources to respond to maintain public and site safety; temporary site closures; increased costs for reactive management.</p>	 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</p> <p>Impact</p>	<p>8</p>	<p>Incident management plan has been updated to incorporate wildfire planning and the JESIP protocols for joint action across authorities. The London Fire Brigade, Fire and Rescue Services have signed off wildfire plans both in London and Essex. There are site visits with Essex Fire and Rescue Service at the end of July / early August to confirm infrastructure is satisfactory. In London, two additional sites are having wildfire response plans prepared.</p> <p>Several large storms during 2022 led to the Severe Weather Protocol being implemented.</p> <p>The current risk score remains at Amber 8 (likely; serious) due to dry summers increasing the risk of wildfires and driving sooty bark disease of maples, bleeding canker of horse chestnuts, and Massaria disease of London Plane. We have implemented mitigating actions to maintain the risk at its current level but are unable to reduce it any further for the foreseeable future.</p> <p>17 Aug 2023</p>	 <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</p> <p>Impact</p>	<p>8</p>	<p>Accept</p>	<p>Constant</p>

Appendix 1

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 009h	Reduce the impact of grass and heathland fires.	Nine site-specific wildfire response plans have been signed off by the respective Fire and Rescue Services. Site inspections by fire officers have been completed at the London sites. Further work is required with Essex Fire Brigade.	Paul Thomson	17-Aug-2023	01-Nov-2023
ENV-NE-EF 009i	Maintain fire access zones.	All fire access zones are cut twice per year. Drought limits grass growth but growth recommences quickly when wetter conditions develop. Fire experience during Summer 2022 showed that these fire access zones have been an effective barrier.	Paul Thomson	17-Aug-2023	30-Sep-2024

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	Current Risk score change indicator
ENV-NE-EF 011 Wanstead Park – Heritage at Risk Register 19-Aug-2015 Paul Thomson	Cause: Grade II* Registered Park and Garden, Wanstead Park, has been on the “Heritage at Risk” register since 2009, listed as in declining condition. Further restoration by four landowners is required to halt deterioration in condition and secure continued abstraction licence. Event: Failure to complete restoration work. Effect: Wanstead Park remains on the Heritage at Risk Register; continuing deterioration of at risk heritage features; education and interpretation opportunities missed; deteriorating state impacts negatively on the City’s reputation; fines from English Heritage in respect of listed buildings.	Likelihood Impact	8	This remains at risk with Historic England (HE). However, there have been productive meetings with HE and the Wanstead Park Liaison Group. Limited preliminary works are underway at The Grotto. An application for a Countryside Stewardship grant for 2024 has been approved by Committee. The London Borough of Redbridge has identified £100,000 of SANGS funding for the park which will be used to improve access from the River Roding path into the park. 17 Aug 2023	Likelihood Impact	8		 Constant
							Accept	

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-EF 011b	Identify potential funding / partners and submit bid. Funders may include HLF.	Funding is being worked on through the Wanstead Park Project Board; a Gateway 5 report was approved by Committee in January 2023 for £1.15m and works will commence in 2024. The principal challenge is that project match funding does not qualify under City capital prioritisation rules.		Paul Thomson	29-Aug-2023	31-Mar-2024

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	Current Risk score change indicator
ENV-NE-EF 014 Major Incident resulting in prolonged 'Access Denial' Page 47 17 Aug-2015 Paul Thomson	<p>Cause: Pandemic; human error; mechanical failure; deliberate act of terrorism.</p> <p>Event: Major incident; terrorism; evacuation of East London; aircraft crash; failure of underground services; major pollution incident from M25; pollution from septic tanks or cattle buildings.</p> <p>Effect: Damage to, and loss of, Forest habitat; threat to existing conservation status of sites; reduced income from licensees unable to trade; costs of remediation and staff engagement; fines from Environment Agency for pollution incidents.</p>		8	<p>We have accepted this risk in recognition of how this will remain an active issue in the coming years. We are confident that our work in this area has been successful but will continue to assess protocols going forward.</p> <p>The Emergency Plan worked well during the COVID-19 pandemic and lessons learned during that time have now been incorporated in the Plan and our Business As Usual routines. The Emergency Plan was tested using the JESIP (Joint Emergency Services Interoperability Principles) Framework and has been implemented and supported by additional measures.</p> <p>17 Aug 2023</p>		8	Accept	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 014a	Ongoing review and updating of the Emergency Plan.	The Emergency Plan worked well during the COVID-19 pandemic and lessons learned during that time have now been incorporated in the Plan and our 'business as usual' routines. The Emergency Plan was tested using the JESIP (Joint Emergency Services Interoperability Principles) Framework and has been implemented and supported by additional measures. The plan is kept under regular review.	Paul Thomson	17-Aug-2023	31-Mar-2024

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Ashtead Common Detailed Risk Register

Generated on: 23 August 2023



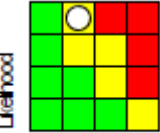
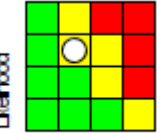

Rows are sorted by Risk Score

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	Current Risk score change indicator
P 004 V-NE-AC Local Planning Issues 2023-08-29	<p>Cause: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities and inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research.</p> <p>Event: Increase in housing or other developments on land affecting Ashtead Common.</p> <p>Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increase in traffic on local road network.</p>		8	<p>Local plans continue to be developed and are scrutinised and commented on when required.</p> <p>Epsom and Ewell Council have begun consultation on a new Local Plan that could see significant residential development in the vicinity of Ashtead Common. Locally there are limited resources to engage with this process. For this reason the risk score remains 8 (likely / serious). This will be an extended consultation process; therefore the target date has been set to March 2025.</p> <p>The Local Plans of Mole Valley and Kingston generally protect the immediate environs of Ashtead Common. However, possible areas for development are identified within the general area, and this could increase</p>		6	31-Mar-2025	

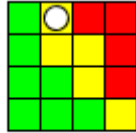
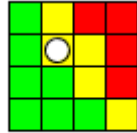

Appendix 2

24-Feb-2022 Andy Thwaites				pressures on the Common in the long term. 23 Aug 2023					Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 004c	Keep situation under regular review.	This situation is kept under regular review.	Andy Thwaites	22-Aug-2023	31-Mar-2024

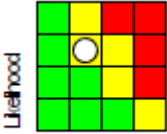
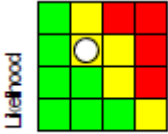
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-AC 005 Tree Diseases and Other Pests 24-Feb-2022 Andy Thwaites	Cause: ‘Natural’ spread of pests and diseases from neighbouring areas e.g. ticks and Lyme Disease and Oak Processionary Moth (OPM). Event: Individuals are affected by Lyme Disease or suffer allergic reaction to OPM. Effect: Staff and other individuals suffer severe long-term health effects; service capability disrupted; damage to corporate reputation; increased costs for reactive maintenance.	 Likelihood Impact	8	Tick bites have increased threefold and there has been at least one confirmed case of Lyme Disease. Therefore, we have increased the risk score from 6 (possible/serious) to 8 (likely/serious). An action plan is in place for Lyme Disease, including adjustments to staff work schedules to reduce the risk of exposure. Tick/Lyme Disease information cards have been produced for volunteers, contractors and visitors to Ashted Common. These actions should help to bring the risk score back to 6 by the end of the year. OPM is endemic and widespread at Ashted Common but appears to be subject to natural controls which have suppressed numbers. 23 Aug 2023	 Likelihood Impact	6	31-Dec-2023	
							Reduce	Increasing

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 005e	Review The Common's Tree Safety Policy tri-annually and the local site risk map annually.	The Commons' Tree Safety Policy is reviewed every three years: next due in July 2024. The annual review of the local site risk map is underway.	Andy Thwaites	22-Aug-2023	01-Jul-2024
ENV-NE-AC 005f	Keep risk under regular review.	The situation is kept under review and further measures will be implemented if and when they become necessary.	Andy Thwaites	22-Aug-2023	31-Dec-2023

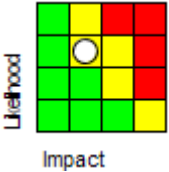
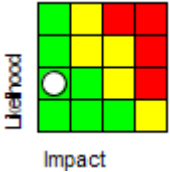

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-AC 009 Maintenance of buildings and other structures 15-Jun-2022 Andy Thwaites	<p>Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme.</p> <p>Event: Structures, specifically byelaw boards, deteriorate to an unsafe condition.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p>		8	<p>Byelaw boards may deteriorate over time with lack of preventative maintenance. They may become unsound and present a health and safety risk.</p> <p>External contractors have assessed three boards as needing to be replaced.</p> <p>The boards are monitored on a regular basis and defects are reported to City Surveyor's (CSD) Facilities Management Team to address.</p> <p>The CWP has not allocated any money for this issue for the 2023/24 financial year, therefore CSD do not have the resources to carry out necessary works. In the interim, local staff do remove any unsafe byelaw boards themselves.</p> <p>We continue to work with City Surveyor's to resolve service delivery issues.</p> <p>23 Aug 2023</p>		6	31-Mar-2024	
		Reduce			Constant			

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 009a	Monitor byelaw boards, report on condition and remove any which become unsound.	Byelaw boards are monitored on a regular basis. Any which become unsafe are removed. A request for capital funding was requested Friday 18/8/23 to remove and replace the 6 boards.	Andy Thwaites	22-Aug-2023	31-Mar-2024

		The outcome of this is still pending a decision			
ENV-NE-AC 009b	Explore alternative funding sources to replace byelaw boards.	As the CWP has not allocated any money for this issue for the 2023/24 financial year, CSD are unable to carry out necessary works on our behalf. Therefore, we are seeking alternative sources of funding to replace boards ourselves. This would, however, potentially compromise a unified corporate image across the Natural Environment Division.	Geoff Sinclair; Andy Thwaites	22-Aug-2023	31-Mar-2024

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	Current Risk score change indicator
ENV-NE-AC 006 Climate and weather 24-Feb-2022 Andy Thwaites	<p>Causes: Climate change causes severe wind, drought or floods to occur more frequently.</p> <p>Event: More frequent and severe storms or fires at Ashtead Common.</p> <p>Effect: Injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species; service capability disrupted; temporary site closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management.</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>Fire is by far the biggest risk to Ashtead Common. Although a number of measures are taken to manage the impact of this risk, we are unable to reduce the likelihood of it occurring.</p> <p>22 Aug 2023</p>	 <p>Likelihood</p> <p>Impact</p>	6	Accept	Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
Page 54 ENV-NE-AC 006a	Review and update Fire Management Plan bi-annually. Habitat fire management and monitoring policies and plans are in place and link to staff training and local emergency services.	Major emergency plan produces were shared with Surrey Fire and Rescue in May 2022. This will next be done in May 2024, unless changing circumstances require an interim review			Andy Thwaites	22-Aug-2023	31-May-2024
ENV-NE-AC 006b	Storm monitoring & management and closure policies are in place and are linked to high staff awareness and training	The site continues to monitor and respond to warnings of extreme weather.			Andy Thwaites	22-Aug-2023	31-Mar-2024
ENV-NE-AC 006c	Understand the potential impacts of climate change on Ashtead Common. Engage in climate change research and debate.	The site continues to monitor and respond to warnings of extreme weather.			Andy Thwaites	22-Aug-2023	31-Mar-2024

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	Current Risk score change indicator
<p>ENV-NE-AC 008 Water pollution</p> <p>Page 55</p> <p>27-May-2022</p> <p>Andy Thwaites</p>	<p>Cause: Pollution of the Rye Brook. Event: Polluted water poured into road drain; misconnection into the surface water system from other utilities. Effect: Toxins and/or biohazards introduced into the watercourse threatening the health of people and animals; damage/loss of rare/fragile habitats and species; adverse local media coverage.</p>		<p>6</p>	<p>Thames Water identified and corrected nine misconnections during summer 2022 and there have been noticeably fewer pollution instances since.</p> <p>Designs have been produced for a reedbed filtration system that could remove contaminants (although this would be expensive to create). However, in light of the recent apparent improvements, we will gather baseline data over the coming year to assess whether such a system would still be beneficial.</p> <p>The Rye Brook is regularly monitored, including kick sampling and measurement of phosphate levels.</p> <p>22 Aug 2023</p>		<p>2</p>	<p>31-Mar-2031</p>	 <p>Constant</p>
							<p>Reduce</p>	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 008b	Gather baseline data to determine whether a reedbed filtration system would be beneficial.	During 2023, we will gather baseline data to assess whether progressing the project to construct a reedbed filtration system is still required, in view of the apparent improvements seen in summer 2022.	Andy Thwaites	22-Aug-2023	01-Jun-2024

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	Current Risk score change indicator
ENV-NE-AC 001 Budget reduction and income loss 24-Feb-2022 Andy Thwaites	Cause: Potential reductions in budget and income. Event: The City of London reduces its budget for Ashted Common, or external funding is reduced. Effect: Financial failure; failure of key services; loss of staff; failure to maintain habitats on site; reduction in the ability to manage threats; significant reduction in service to users; reputational damage.	 Likelihood Impact	4	This risk remains low for Ashted Common. Additional Countryside Stewardship funding has been secured up to 2031. Therefore, the current likelihood of this risk occurring is 'unlikely'. 23 Aug 2023	 Likelihood Impact	4		 Constant
							Accept	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 001a	Keep risk under regular review.	This risk is kept under regular review.	Andy Thwaites	22-Aug-2023	31-Dec-2023



Burnham Beeches and Stoke Common Detailed Risk Register

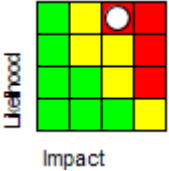
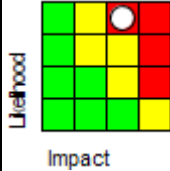

Generated on: 29 August 2023

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	Current Risk score change indicator
P 2022-02-24 ENV-NE-BBSC 002 Damage to sites 24-Feb-2022 Martin Hartup	Cause: Burnham Beeches was damaged during the COVID-19 pandemic due to higher than usual visitor numbers. Even though numbers have since returned to 'normal' levels, the site is still subject to ongoing degradation. Event: Long-term environmental damage, with a particular focus on protected landscapes, especially Burnham Beeches which is a Site of Special Scientific Interest (SSSI) and a Special Area of Conservation (SAC) and not designed for such high visitor numbers. Effect: Ecological and environmental damage; negative press coverage; loss of grants related to conservation; increased spend required to maintain the sites/mitigate damage.	 Likelihood Impact	16	Visitor numbers have returned to more normal/pre-COVID levels, although the impact of 'normal use' may lead to ongoing site damage and degradation. Seasonal area/path restrictions have now become part of normal business to protect the SAC but more work is required in order to reduce the impact of the risk. 29 Aug 2023	 Likelihood Impact	12	31-Dec-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 002a	Prevent damage from car parking on surrounding roads and land.	Four miles of permanent parking restrictions are still expected to be installed by Buckinghamshire Council around Burnham Beeches. Officers have been in contact with Buckinghamshire Council and we expect the work to commence in October 2023.	Martin Hartup	29-Aug-2023	31-Dec-2023

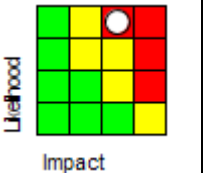
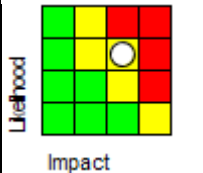
ENV-NE-BBSC 002b	Develop an action plan to reduce the impact of high visitor levels.	<p>A 'Carrying Capacity' study has been carried out, the results of which will be used to formulate an action plan to mitigate the impacts of high visitor levels.</p> <p>Funding to carry out mobile phone-based visitor assessment to gather additional data on visitor numbers and movements is being finalised.</p>	Helen Read	29-Aug-2023	31-Mar-2024
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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	Current Risk score change indicator
ENV-NE-BBSC 005 Tree Diseases and Other Pests Page 59 24 Feb-2022 Martin Hartup	Cause: Inadequate biosecurity, purchase or transfer of infected plants, soil and animals. ‘Natural’ spread of pests and diseases e.g. Oak Processionary Moth, and lack of funding to deliver requirements of the OPM Plant Health Notice. Event: OPM spreads further throughout the site and inability to carry out legal requirements. Effect: Potential consequences of non-compliance with legal requirements; reputational damage; temporary site/area closures; increased costs for reactive maintenance; health and safety risk to staff and visitors.		16	OPM is now well established at Stoke Common and still spreading there. OPM has also been discovered in trees at Burnham Beeches. We have been monitoring Ash Trees and have now confirmed the presence of Ash Dieback at Burnham Beeches. Funding for works to deal with this issue is available from the Division’s central budget. Without additional funding there is nothing more we can do to reduce the risk. We will continue to undertake all reasonable actions to keep the situation under control as far as we are able. 29 Aug 2023		16	Accept	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 005a	Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/prevention.	Ongoing. Training needs reviewed at regular team meetings, and proactively promoted via Departmental Health and Safety Group and relevant corporate boards. Needs are also reviewed at 6 monthly local Health and Safety meetings.	Martin Hartup	29-Aug-2023	31-Jan-2024
ENV-NE-BBSC 005b	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Martin Hartup	29-Aug-2023	31-Mar-2024
ENV-NE-BBSC 005d	Measures in place for staff, volunteers and contractors including public messages	Ongoing biosecurity actions and implementation of biosecurity policy.	Martin Hartup	29-Aug-2023	31-Mar-2024

Appendix 3

ENV-NE-BBSC 005e	Review The Commons' Tree Safety Policy tri-annually and the local site policy annually.	The Commons' Tree Safety Policy is reviewed every three years: next due in July 2024. Burnham Beeches and Stoke Common local site policy is reviewed annually: next due in July 2024.	Martin Hartup	29-Aug-2023	01-Aug-2024
ENV-NE-BBSC 005f	Actions for the management of OPM at Burnham Beeches and Stoke Common.	OPM Management Plan for 2023 was produced for both sites. The Plan sets out the actions that we will take in relation to OPM at BB&SC and will be reviewed in 2024.	Martin Hartup	29-Aug-2023	30-Jun-2024

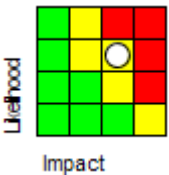
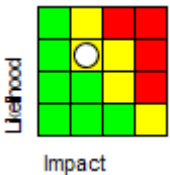

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-BBSC 007 Rural Payment Agency Grants 24-Feb-2022 Martin Hartup	Cause: The Rural Payment Agency (RPA) has altered the administration of the BE6 grant for work on trees. Event: Reduction in direct grant available from the Rural Payments Agency (RPA) to deliver agricultural/conservation related services. Effect: Reduction in the amount of grant received from the RPA; cessation of agricultural/conservation services; reduction in income, direct and indirect; reduction/loss of biodiversity (legal implications); restrictions on recreational access due to reduction/cessation of grazing activities.		16	<p>RPA is reassessing agreed grant. There is the potential to reduce it by 50% which would cause a significant funding gap.</p> <p>Our initial appeal against the RPA's alteration of administration of the BE6 grant for work on trees was declined. We continue to challenge this and further decisions from the RPA. In view of this situation we have had to set our 2023/24 budget based on the minimum BE6 payments.</p> <p>An appeal with the Independent Arbitration Board will take place on 18 September 2023. We are seeking external support for advice on preparing for the meeting.</p> <p>Therefore, the current risk remains at Red (16) to reflect the significant financial impact this could cause.</p> <p>29 Aug 2023</p>		12	31-Mar-2024	■
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 007c	Seek clarity/advice from RPA/Natural England (NE) and agree any possible mitigation to limit the negative impacts of proposed changes in payments for the existing Countryside Stewardship Scheme (CSS) agreement for	<p>RPA is still looking to reduce payments for one element of the previously agreed CSS agreement at Burnham Beeches.</p> <p>Our initial appeal against the RPA's alteration of administration of the BE6 grant for work on</p>	Martin Hartup; Helen Read	29-Aug-2023	31-Mar-2024

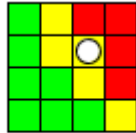
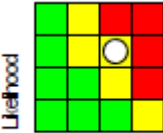
	Burnham Beeches and Stoke Common (BBSC).	trees was declined. We continue to challenge this and further decisions from the RPA. In view of this situation we have had to set our 2023/24 budget based on the minimum BE6 payments. An appeal with the Independent Arbitration Board will take place on 18 September. We are seeking external support for advice on preparing for the meeting.			
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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	Current Risk score change indicator
ENV-NE-BBSC 009 Maintenance of buildings and other structures Jun-2022 Martin Hartup	Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme. Event: Structures become unsafe or unusable. Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.	Likelihood Impact	16	The key issues at Burnham Beeches include the large, wooden corporate image (byelaw) boards located across the site and the ‘access for all’ gate which has been out of use since February. We are hoping to resolve the issue with the byelaw boards this year with funding from local budget and CWP programme. Concerns about the general situation are raised at quarterly client liaison meetings with CSD. We continue to work with CSD to resolve service delivery issues. 29 Aug 2023	Likelihood Impact	12	31-Mar-2024	
							Reduce	Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 009a	Periodic infrastructure checks.	Continual monitoring of byelaw boards and other structures. Any boards which are found to be unsound are removed. The Burnham Beeches Team have designed an alternative board and have installed this. We hope we will have the resources this year through the CWP to replace the remaining boards as well. The issue with the ‘access for all’ gate is discussed with CSD at regular liaison meetings and we will continue to press for a swift resolution.			Martin Hartup	29-Aug-2023	31-Mar-2024

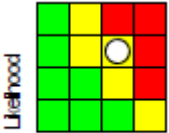
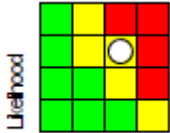
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-BBSC 001 Budget reduction and income loss 24-Feb-2022 Martin Hartup	Cause: 12% budget reduction with in-year unidentified savings. Loss of income from car parking, filming and other funding streams. Event: Fewer visitors and less filming interest. Effect: Inability to meet approved budgets; reduction in essential repairs and maintenance; reduction in key services; failure to meet business plan objectives; reputational damage.		12	Whilst the 12% budget reductions were addressed in 2021/22 and through stage one of the Natural Environment Division's Target Operating Model process, there are still unidentified savings listed in the budget until April 2024. The Rural Payment Agency (RPA) has proposed a change in the value of the Countryside Stewardship Scheme grant at Burnham Beeches, reducing it by around 50% due to a change in the claim rules after the agreement was signed. See ENV-NE- BBSC 007 for details. 29 Aug 2023		6	31-Mar-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 001a	Keep budgets under continual review.	Budgets are kept under continual review and reported quarterly as part of the budget forecast process. We continue to liaise with our Chamberlain's Business Partners on potential solutions to this matter.	Martin Hartup	29-Aug-2023	31-Mar-2024

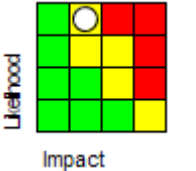
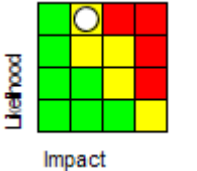
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-BBSC 004 Local Planning Issues 24-Feb-2022 Martin Hartup	Cause: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities and inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Large housing or other developments on land affecting Burnham Beeches and Stoke Common. Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increased air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increase in traffic on local road network.	 Likelihood Impact	12	Ongoing - local plans continue to be developed and are scrutinised and commented on when required. Staffing capacity is currently able to manage the volume of work associated with commenting on local plans. The Buckinghamshire Council Local Plan, whilst not yet produced, has established clear policies to protect the SAC at Burnham Beeches with an agreed mitigation strategy and funding mechanism for its delivery. The Slough Borough Council plan is still very much a work in progress but, again, some mitigation has already been agreed for specific development and funding identified to help protect Burnham Beeches from the impacts of increased development. Risks, however, still remain. 29 Aug 2023	 Likelihood Impact	12	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 004a	Inclusion in core strategy planning documents or equivalent. Close partnership working with local planning authorities. Active monitoring of planning applications with responses	Monitoring activity continues. Mitigation strategy with Buckinghamshire Council completed and projects within it are underway. Plan/mitigation strategy still a work in progress with Slough BC.	Helen Read	29-Aug-2023	31-Mar-2024

	as appropriate.	Officers have made comments on the proposed Farnham Common Neighbourhood Plan. The Plan is now due to go out for formal consultation and we will respond again as appropriate.			
ENV-NE-BBSC 004b	Active monitoring of air pollution where possible. Active monitoring of environmental impacts where possible. Undertake research where appropriate and where resources allow.	Implementation of a section 106 funded project on air quality work and subsequent report will start the process of producing a Site Nitrogen Action Plan (SNAP) in conjunction with Natural England and Centre for Ecology and Hydrology. Other monitoring and mitigation projects identified and carried out where possible. Responding to planning applications regarding air quality issues	Helen Read	29-Aug-2023	30-Sep-2023
ENV-NE-BBSC 004e	Monitor the success of the funded Ranger posts.	Establish monitoring programmes to measure the success of the two funded Ranger posts to deliver s106 and SAMMS commitments. This will involve annual SAMMS 106 reports to the relevant parts of Buckinghamshire Council and Slough Borough Council on how the funds have been spent, and the EF&CC will be kept updated throughout the year.	Martin Hartup	29-Aug-2023	31-Mar-2024

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	Current Risk score change indicator
ENV-NE-BBSC 006 Climate and Weather 24-Feb-2022 Martin Hartup	<p>Cause: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced.</p> <p>Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency).</p> <p>Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.</p>	 Likelihood	12	<p>Work on site continues to mitigate the impact of extreme weather events and this is monitored on an ongoing basis. We accept the current level of risk.</p> <p>29 Aug 2023</p>	 Likelihood	12	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 006a	Review and update plan annually. Habitat fire management and monitoring policies and plans are in place and link to staff training and local emergency services.	<p>New Burnham Beeches site maps are currently under construction in collaboration with local fire services.</p> <p>Emergency plan for Stoke Common agreed with Buckinghamshire Fire and Rescue is in place and subject to annual review and fire drills.</p>	Martin Hartup	29-Aug-2023	31-Mar-2024
ENV-NE-BBSC 006b	Storm monitoring & management and closure policies are in place across the sites and are linked to high staff awareness and training.	The site continues to monitor and respond to warnings of extreme weather.	Martin Hartup	29-Aug-2023	31-Mar-2024

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	Current Risk score change indicator
ENV-NE-BBSC 008 Pollution Page 66 15-Jun-2022 Martin Hartup	Cause: Continual pollution of Burnham Beeches as a result of inadequate sewerage provision for existing development in the local area, which is managed by Thames Water. Event: Sewage escapes into the watercourse running into Burnham Beeches after heavy rain. Effect: Pollution of the watercourses running into Burnham Beeches and associated degradation of the environment; potential reputational damage.		8	Thames Water is looking at the whole sewer system in Farnham Common with a view to carrying out work to resolve the issue across the whole area. We are engaging in the process, which so far has largely been fact finding, prior to drawing up detailed proposals. Thames Water have now stated that they will present detailed proposals by December 2023. We are unable to reduce the possibility of the risk occurring but continue to report any issues to the Environment Agency and Thames Water. 29 Aug 2023		8	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
NE-ENV-BBSC 008a	Commission surveys to assess the impact of pollution on indicator species.	BBSC has commissioned a project to compare the mosses and liverworts of the polluted stream with those of another local unpolluted stream. Thames Water is funding an equivalent project on freshwater invertebrates, the first part of the field work for which has been completed. Surveys and associated reports have been completed. Thames Water will continue to support monitoring activity and have committed to propose a solution by Dec 2023	Helen Read	29-Aug-2023	31-Dec-2023

Coulsdon & Other Commons Detailed Risk Register

Generated on: 29 August 2023

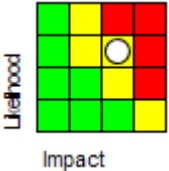
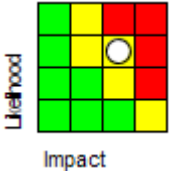


Rows are sorted by Risk Score

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	Current Risk score change indicator
P 15 V-NE-COC Maintenance of buildings and other structures	<p>Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme,</p> <p>Event: Structures deteriorate to an unsafe condition.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p>		<p>16</p>	<p>The key issues at Coulsdon Common are:</p> <ul style="list-style-type: none"> The large, wooden corporate image (byelaw) boards located across the site, and The cattle grids on Farthing Downs. <p>The local team has undertaken an update of the previous audit of byelaw boards which was carried out by the City Surveyor's Department (CSD) in 2019. Since this audit, a further eight boards have been found defective and removed. In the last five years, there have been three near-misses where boards have collapsed.</p> <p>For the cattle grids, the CSD should undertake annual inspections, but these have not been carried out for some years. The local team monitors</p>		<p>12</p>	<p>31-Mar-2024</p>	

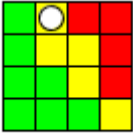
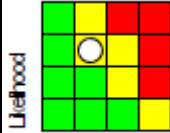
<p>15-Jun-2022 Allan Cameron</p>				<p>the grids and reports any concerns to CSD.</p> <p>Concerns about the general situation are raised at monthly client liaison meetings with CSD. Issues continue to be raised at the monthly meetings with the Assistant Property Facilities Manager (APFM).</p> <p>29 Aug 2023</p>			<p>Reduce</p>	<p>Constant</p>
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
<p>ENV-NE-COC 09a</p>	<p>Monthly site infrastructure checks.</p>	<p>Continual monitoring of byelaw boards, cattle grids and other structures.</p>	<p>Allan Cameron</p>	<p>29-Aug-2023</p>	<p>31-Mar-2024</p>

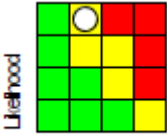
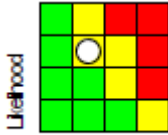
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-COC 002 Damage to sites 24-Feb-2022 Allan Cameron	<p>Cause: The sites are more popular than in previous years, linked to people enjoying local natural environments which are free of charge. Increased population and housing in the local area.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest (SSSI) which are not designed for such high visitor numbers.</p> <p>Effect: Ecological and environmental damage; reputational damage; loss of grants related to preservation; increased spend required to maintain sites/mitigate damage.</p>		12	<p>We are seeing a continual increase in visitor numbers and general population growth which we cannot influence. Therefore, we accept that we cannot reduce the possibility of the risk occurring. However, we continue to encourage people to use the sites responsibly.</p> <p>29 Aug 2023</p>		12	Accept	Constant
							Accept	

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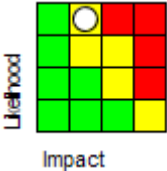
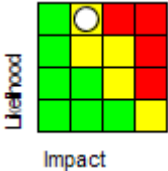
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 002a	Recruit to the vacant Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications and undertake detailed ecological surveys. Recruitment has been delayed due to the ongoing TOM Phase Two process but should proceed soon.	Allan Cameron	29-Aug-2023	31-Dec-2023

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	Current Risk score change indicator
ENV-NE-COC 004 Local Planning Issues 24-Feb-2022 Allan Cameron	<p>Cause: Pressure on Planning Authorities to meet housing targets; failure to monitor and challenge housing and other development plans; lack of partnership working with Planning Authorities and inclusion in Local Development Plans; lack of resources to employ specialist support or carry out necessary monitoring/research.</p> <p>Event: Large housing or other developments on land affecting the sites.</p> <p>Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increased traffic on local road network.</p>	 <p>Likelihood</p> <p>Impact</p>	8	<p>Local plans continue to be developed and are scrutinised and commented on by officers when required. Staffing capacity is currently unable to manage the volume of work associated with commenting on local plans.</p> <p>However, we now have funding to recruit a full-time Conservation Ranger which will provide greater capacity for responding to these issues and enable us to be more proactive.</p> <p>29 Aug 2023</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-2024	Constant
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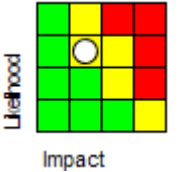
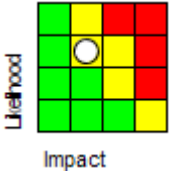

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 004c	Recruit to the vacant Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications. Recruitment has been delayed due to the ongoing TOM Phase Two process.	Allan Cameron	29-Aug-2023	31-Dec-2023
ENV-NE-COC 004d	Seek advice and support from colleagues in the Planning and Development Division.	Investigate options for obtaining support and advice from colleagues in the Environment Department's Planning and Development Division.	Allan Cameron	29-Aug-2023	31-Mar-2024

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	Current Risk score change indicator
ENV-NE-COC 005 Tree Diseases and Other Pests 24-Feb-2022 Allan Cameron	Cause: Inadequate biosecurity; purchase or transfer of infected plants, soil and animals. ‘Natural’ spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth (OPM) and foot and mouth disease. Event: Sites become infected by animal, plant or tree diseases. Effect: Service capability disrupted; ineffective use of staff resources; reputational damage; loss of species; temporary site closures and associated access; increased costs for reactive maintenance; threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood Impact	8	Ash Dieback: Cost of future Ash Dieback management is unknown; local risk budgets are not resourced sufficiently to meet costs. Local tree safety inspections deal with immediate risk, but we are unable to predict with any certainty the condition of trees and their likelihood of infection over the next two to three years. 29 Aug 2023	 Likelihood Impact	6	31-Mar-2025	Constant
							Reduce	


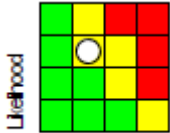

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 005a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing. Training needs are reviewed at regular team meetings, and proactively promoted via the Department Health & Safety Group and relevant corporate boards. Needs are also reviewed at six-monthly divisional Health and Safety meetings.	Allan Cameron	29-Aug-2023	31-Mar-2024
ENV-NE-COC 005b	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Allan Cameron	29-Aug-2023	31-Mar-2024
ENV-NE-COC 005c	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Allan Cameron	29-Aug-2023	31-Mar-2024
ENV-NE-COC 005d	Measures in place for staff, volunteers and contractors including public messages	This is ongoing	Allan Cameron	29-Aug-2023	31-Mar-2024
ENV-NE-COC 005e	Review The Commons' Tree Safety Policy tri-annually.	The Commons' Tree Safety Policy is reviewed every three years. It was last reviewed in July 2021 and will be reviewed again in July 2024.	Allan Cameron	29-Aug-2023	01-Aug-2024

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	Current Risk score change indicator
ENV-NE-COC 008 Pollution Page 74 Jun-2022 Allan Cameron	Cause: Continual pollution of Coulsdon Common through defective drainage infrastructure owned by Surrey County Council and managed by Thames Water. Event: High rainfall leads to prolonged periods of pollution from two soakaways located on Stites Hill Road. Contamination of site with sanitary toxic and foul waste. Effect: Health and safety implications for visitors; reduction in quality of land within a National Nature Reserve (NNR); reputational damage and potential legal liability for the CoL.		8	The Head Ranger attends meetings of the local multi-agency Flood Action Group where this is a standing agenda item. The Comptroller and City Solicitor's Department is involved with partner organisations and liability for the pipe structures and water pipes in the area has been ascertained. The next step is for the legal teams of each party to discuss mitigation. We are unable to reduce the possibility of the risk occurring but report any issues to the Environment Agency and Thames Water. 29 Aug 2023		8	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 008a	Attend meetings of the local Flood Action Group.	Head Ranger represents the CoL at meetings of the local Flood Action Group which are held periodically (every 2-3 months).	Allan Cameron	29-Aug-2023	31-Dec-2023
ENV-NE-COC 008b	Liaise with City Solicitors regarding liabilities.	The Comptroller and City Solicitor's Department is involved with partner organisations and liability for the pipe structures and water pipes in the area has been ascertained. The next step is for the legal teams of each party to discuss mitigation. We have appointed a KC who has written to the authorities concerned.	Allan Cameron	29-Aug-2023	31-Dec-2023

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	Current Risk score change indicator
ENV-NE-COC 001 Budget reduction and income loss Page 75 24-Feb-2022 Allan Cameron	Cause: Potential reduction in budget and income: reduction of income from car park charging; loss of income from rental properties. Event: Reduced budget and income. Effect: Potential staff reductions and inability to provide key services; financial failure; failure to achieve strategic objectives; significant reduction in service to users; reputational damage.		6	A Countryside Stewardship grant has been secured until 2026 and two vacant properties have been rented out, one with a long-term tenant until 2027, and the other on a rolling residential annual contract. These help to offset previous budget cuts. Car parking income was lower than estimated during 2022/23 (52% of estimated levels). The Assistant Director is currently reviewing income generation opportunities for the Commons. We will review the current and target risk scores again when the 2024/25 budgets are confirmed. 29 Aug 2023		6		
							Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 001a	Keep risk under regular review.	This risk is kept under regular review.	Allan Cameron	29-Aug-2023	31-Mar-2024

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	Current Risk score change indicator
ENV-NE-COC 006 Climate and Weather 24-Feb-2022 Allan Cameron	<p>Causes: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced</p> <p>Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency).</p> <p>Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>We are unable to reduce this risk but work on site continues to mitigate the impact of extreme weather events should they happen.</p> <p>29 Aug 2023</p>	 <p>Likelihood</p> <p>Impact</p>	6	Accept	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 006a	Review and update Fire Management plan bi-annually. Habitat fire management and monitoring policies and plans in place which link to staff training and local emergency services.	Detailed fire maps have been completed and shared with the fire services. The next review of the Fire Management Plan will be undertaken in 2024.	Allan Cameron	29-Aug-2023	30-Apr-2024
ENV-NE-COC 006b	Storm monitoring and management and closure policies are in place at the site and linked to high staff awareness and training.	The sites continue to monitor and respond to warnings of extreme weather.	Allan Cameron	29-Aug-2023	31-Mar-2024
ENV-NE-COC 006c	Understand the potential impacts of climate change on Coulsdon Common. Engage in climate change research and debate.	Ongoing research and dialogue	Allan Cameron	29-Aug-2023	31-Mar-2024

West Wickham & Spring Park Detailed Risk Register

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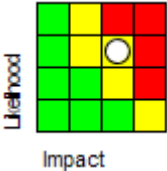
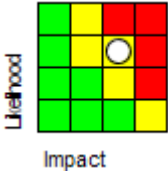


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P 009 V-NE- WSP 009 Maintenance of buildings and other structures 15-Jun-2022	Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme. Event: Structures deteriorate to an unsafe condition. Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.		16	The key issue at West Wickham and Spring Park is the large, wooden corporate image (byelaw) boards located across the sites. The local team has undertaken an update of the previous audit of byelaw boards which was carried out by the City Surveyor's Department (CSD) in 2019. Since this audit, further boards have been found defective and removed. In the last five years, there have been three near-misses where boards have collapsed. Concerns about the general situation are raised at monthly client liaison meetings with CSD. Issues continue to be raised at the monthly meetings with the Assistant Property Facilities Manager (APFM). 29 Aug 2023		12	31-Mar-2024	
							Reduce	

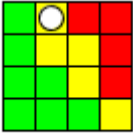
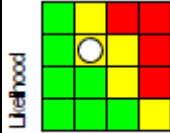

Allan Cameron							
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 009a	Monthly site infrastructure checks.	Continual monitoring of byelaw boards and other structures	Allan Cameron	29-Aug-2023	31-Mar-2024

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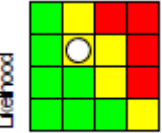
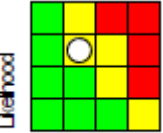
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ENV-NE-WWSP 002a	Recruit to the vacant Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications and undertake detailed ecological surveys. Recruitment has been delayed due to the ongoing TOM Phase Two process but should proceed soon.	Allan Cameron	29-Aug-2023	31-Dec-2023

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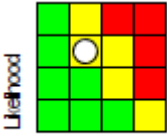
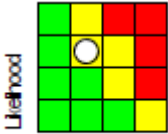
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 004c	Recruit to the vacant Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications. Recruitment has been delayed due to the ongoing TOM Phase Two process.	Allan Cameron	29-Aug-2023	31-Dec-2023
ENV-NE-WWSP 004d	Seek advice and support from colleagues in the Planning and Development Division.	Investigate options for obtaining support and advice from colleagues in the Environment Department's Planning and Development Division.	Allan Cameron	29-Aug-2023	31-Mar-2024

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ENV-NE-WWSP 005 Tree Diseases and Other Pests 24-Feb-2022 Allan Cameron	Cause: Inadequate biosecurity; purchase or transfer of infected plants, soil and animals. ‘Natural’ spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth (OPM) and foot and mouth disease. Event: Sites become infected by animal, plant or tree diseases. Effect: Service capability disrupted; ineffective use of staff resources; reputational damage; loss of species; temporary site closures and associated access; increased costs for reactive maintenance; threat to existing conservation status of sites, particularly those with woodland habitats.		8	Ash Dieback: Cost of future Ash Dieback management is unknown; local risk budgets are not resourced sufficiently to meet costs. Local tree safety inspections deal with immediate risk, but we are unable to predict with any certainty the condition of trees and their likelihood of infection over the next two to three years. 29 Aug 2023		6	31-Mar-2025	 Constant
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ENV-NE-WWSP 005a	Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/prevention.	Ongoing. Training needs are reviewed at regular team meetings, and proactively promoted via the Department Health & Safety Group and relevant corporate boards. Needs are also reviewed at six-monthly divisional Health and Safety meetings	Allan Cameron	29-Aug-2023	31-Mar-2024
ENV-NE-WWSP 005b	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Allan Cameron	29-Aug-2023	31-Mar-2024
ENV-NE-WWSP 005c	Active involvement with leading partners such as Forestry Commission and Natural England	This is ongoing.	Allan Cameron	29-Aug-2023	31-Mar-2024
ENV-NE-WWSP 005d	Measures in place for staff, volunteers and contractors including public messages	This is ongoing.	Allan Cameron	29-Aug-2023	31-Mar-2024
ENV-NE-WWSP 005e	Review The Commons' Tree Safety Policy tri-annually.	The Commons' Tree Safety Policy is reviewed every three years. It was last reviewed in July 2021 and will be reviewed again in July 2024.	Allan Cameron	29-Aug-2023	01-Aug-2024

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<p>ENV-NE-WWSP 001 Budget reduction and income loss</p> <p>Page 82</p> <p>24-Feb-2022</p> <p>Allan Cameron</p>	<p>Cause: Potential reduction in budget and income: reduction of income from car park charging; loss of income from rental properties.</p> <p>Event: Reduced budget and income.</p> <p>Effect: Potential staff reductions and inability to provide key services; financial failure; failure to achieve strategic objectives; significant reduction in service to users; reputational damage.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>6</p>	<p>A Countryside Stewardship grant has been secured until 2026 and two vacant properties have been rented out, one with a long-term tenant until 2027, and the other on a rolling residential annual contract. These help to offset previous budget cuts.</p> <p>Car parking income was lower than estimated during 2022/23 (52% of estimated levels).</p> <p>The Assistant Director is currently reviewing income generation opportunities for the Commons.</p> <p>We will review the current and target risk scores again when the 2024/25 budgets are confirmed.</p> <p>29 Aug 2023</p>	 <p>Likelihood</p> <p>Impact</p>	<p>6</p>	<p>Accept</p>	<p>Constant</p>

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ENV-NE-WWSP 001a	Keep risk under regular review.	This risk is kept under regular review.	Allan Cameron	29-Aug-2023	31-Mar-2024

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ENV-NE-WWSP 006b	Storm monitoring and management and closure policies are in place at the site and linked to high staff awareness and training.	The sites continue to monitor and respond to warnings of extreme weather.	Allan Cameron	29-Aug-2023	31-Mar-2024
ENV-NE-WWSP 006c	Understand the potential impacts of climate change on West Wickham and Spring Park. Engage in climate change research and debate.	Ongoing research and dialogue.	Allan Cameron	29-Aug-2023	31-Mar-2024

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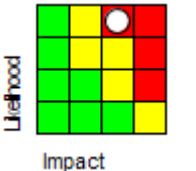
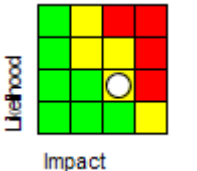



Natural Environment Cross-divisional risks – Summary Risk Register

Generated on: 23 August 2023

Rows are sorted by Risk Score. New risks, marked with * are included in detail on the following pages.

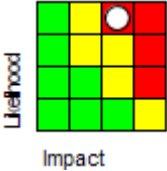
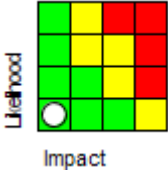
Risk code	Risk title	Current risk score	Current risk score indicator	Target risk score	Target risk score indicator	Direction of travel (since last assessment)	Flight path (last 10 assessments)
ENV-NE 003	Repair and maintenance of buildings and structural assets	32		24			
ENV-NE 004	Pests and diseases	16		12			
ENV-NE 010	Budget pressures	16		12			
ENV-NE 012*	Wildlife management	16		8			
ENV-NE 014*	Lack of asset register	16		1			
ENV-NE 001	Health & Safety	12		8			
ENV-NE 002	Extreme weather and climate change	12		8			
ENV-NE 005	Impact of development	12		8			
ENV-NE 011	Recruitment and retention of staff	12		4			
ENV-NE 013*	Increased visitor pressure	8		6			

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	Current Risk score change indicator
ENV-NE 012 Wildlife management Page 86 20 Aug-2023 Emily Brennan	<p>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.</p> <p>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.</p> <p>Effects: 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.</p>		16	Deer management is a key issue at Epping Forest - contractors are due to be appointed to carry out a cull in the coming months. This will be managed carefully to ensure the work is undertaken by responsible contractors and in accordance with local policies and legal requirements. We will work with the Media Team to manage communications. Other wildlife management actions and associated policies are in place across the division and are kept under regular review to manage the risk.		8	31-Dec-2024	 Constant
							Reduce	

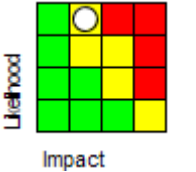
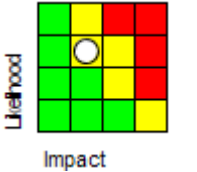
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 012a	Deer management at Epping Forest	Appoint contractors to undertake a deer cull at Epping Forest. Contractors to be carefully selected to ensure the work is carried out responsibly, safely, and compliantly. Ensure robust management of staff and contractors and maintain a detailed, accurate, audit trail.	Emily Brennan	22-Aug-2023	31-Mar-2024
ENV-NE 012b	Monitoring programme to assess the impact of grey squirrels.	Undertake a monitoring programme to assess the impact of grey squirrels. Use the outcomes to formulate an appropriate action plan if necessary.	Emily Brennan	22-Aug-2023	31-Mar-2024
ENV-NE 012c	Work with the Media Team to manage communications.	Work closely with the Media Team to manage communications about deer management and	Emily	22-Aug-	31-Mar-

Appendix 6

		other wildlife control.	Brennan	2023	2024
ENV-NE 012d	Keep relevant policies under review.	Review and update Divisional and site-specific Firearms and other relevant policies (e.g. lone working) on a regular basis, and ensure they are communicated to appropriate staff.	Emily Brennan	23-Aug-2023	31-Dec-2024

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	Current Risk score change indicator
ENV-NE 014 Lack of asset register 22-Aug-2023 Emily Brennan	Cause: We do not hold an accurate, comprehensive, asset register for the Natural Environment sites. Event: We do not know the ownership details of all our assets. Effect: Potential to be non-compliant with Charity Commission requirements.		16	A full asset review is underway which will result in the compilation of a comprehensive, accurate Asset Register. This will enable us to identify the ownership of our assets and ensure compliance with Charity Commission requirements. Once ownership is determined, we will also be able to consider wider opportunities for income generation, repurposing and/or disposal. 23 Aug 2023		1	31-Dec-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 014a	Carry out Natural Environment Asset Review	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.	Emily Brennan	22-Aug-2023	31-Dec-2024
ENV-NE 014b	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.	Emily Brennan	22-Aug-2023	31-Dec-2024

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	Current Risk score change indicator
ENV-NE 013 Increased 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.		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. 23 Aug 2023		6	31-Dec-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 013a	Improve visitor infrastructure.	Seek ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage.	Emily Brennan	22-Aug-2023	31-Dec-2024
ENV-NE 013b	Carry out education and messaging campaigns to encourage responsible use of the sites.	Carry out education and messaging campaigns at our sites to encourage the public to use sites responsibly in order to conserve them for the future.	Emily Brennan	22-Aug-2023	31-Dec-2024

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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

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

(D) Risk score definitions

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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