



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

**Date:** WEDNESDAY, 17 MAY 2023

**Time:** 4.00 pm

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

**Members:**

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

**Enquiries:** Blair Stringman  
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**Ian Thomas**  
**Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**

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

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

To receive the Order of the Court of Common Council dated 27 April 2023 appointing the Committee and setting its Terms of Reference.

**For Information**

4. **ELECTION OF CHAIRMAN**

To elect a Chairman in accordance with Standing Order No.29.

**For Decision**

5. **ELECTION OF DEPUTY CHAIRMAN**

To elect a Deputy Chairman in accordance with Standing Order No. 30.

**For Decision**

6. **MINUTES**

- a) Draft minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee (Pages 7 - 12)

To agree the public and non-public summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee held on 8 February 2023.

- b) Draft minutes of Hampstead Heath Consultative Committee

To note the public minutes of the Hampstead Heath Consultative Committee meeting held on 17 April 2023.

*(To Follow)*

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

Report of the Town Clerk.

**For Decision**  
(Pages 13 - 16)

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

Report of the Town Clerk.

**For Decision**  
(Pages 17 - 18)

9. **DIRECTOR'S REPORT**

Report of the Executive Director, Environment.

**For Information**

10. **ASSISTANT DIRECTOR'S REPORT**

Report of the Executive Director, Environment.

**For Information**

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

Joint report of the Chamberlain and Executive Director, Environment.

**For Information**

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

Joint report of the Chamberlain and Executive Director, Environment.

**For Information**

13. **RISK MANAGEMENT UPDATE REPORT**

Report of the Executive Director, Environment.

**For Decision**  
(Pages 19 - 64)

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

Report of the Executive Director, Environment.  
*(To Follow)*.

**For Information**

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

Report of the Executive Director, Environment.  
*(To Follow)*.

**For Information**

16. **SPORTS STRATEGY VERBAL UPDATE**

The Executive Director, Environment to be heard.

**For Information**

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

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

**Part 2 - Non-Public Agenda**

19. **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**

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

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

### **Part 3 - Confidential Agenda**

22. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 8 February 2023.

**For Decision**

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## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE Wednesday, 8 February 2023**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Wednesday, 8 February 2023 at 4.00 pm

### **Present**

#### **Members:**

William Upton KC (Chair)  
Alderman Gregory Jones KC (Deputy Chairman)  
John Beyer  
Councillor Marcus Boyland  
Timothy Butcher  
John Foley  
Deputy Madush Gupta  
Caroline Haines (Ex-Officio Member)  
Emily Hills  
Pauline Lobo  
Wendy Mead  
Councillor Arjun Mittra  
Alethea Silk

#### **Officers:**

Sally Agass	- Natural Environment Department
Jako Beatrix	- Chamberlain's Department
Neil Chambers	- Chamberlain's Department
Ellen Fouweather	- Town Clerk's Department
Declan Gallagher	- Natural Environment Department
Elisabeth Hannah	- Natural Environment Department
Joanne Hill	- Natural Environment Department
Stefania Horne	- Natural Environment Department
Paul Maskell	- Natural Environment Department
Simon Owen	- Chamberlain's Department
Blair Stringman	- Town Clerk's Department Comptroller &
Edward Wood	City Solicitor's

### **1. APOLOGIES**

Apologise for absence were received from Alderman Prem Goyal, Deputy John Absalom and Caroline Haines.

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

There were no declarations.

### **3. MINUTES**

**3.1 Draft minutes of Hampstead Heath, Highgate Wood and Queen's Park Committee**

**RESOLVED** – That the public and non-public summary of the meeting held on 7 December 2022 be agreed as a correct record.

**3.2 Draft minutes of Hampstead Heath Consultative Committee**

**RESOLVED** – That the public minutes of the meeting held on 16 January 2023 be noted. It was noted that the venue listed was incorrect.

**4. APPOINTMENT OF THE MEMBER OF THE LONDON WILDLIFE TRUST**

The Committee received a report of the Town Clerk concerning the appointment of the Member of the London Wildlife Trust to the Hampstead Heath, Highgate Wood and Queen's Park Committee.

**RESOLVED** – That,

- a) That Mathew Frith, nominated by the London Wildlife Trust, be appointed as a Member of the Management Committee for the consideration of business relating to Hampstead Heath, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

**5. DIRECTOR'S REPORT**

The Committee received a report of the Executive Director, Environment concerning an update on matters relating to the work of the Natural Environment Division of the Environment Department since the last Committee in December 2022.

The Interim Director, Environment noted that work was ongoing to review assets across the organisation, in particular property and land assets held by the Charity which was a large piece of work. It was noted that there the was no record previously of who owned various assets and how they were purchased but City Solicitor's had assisted with this piece of work. The Committee were informed that an operation report would be brought to the next Committee.

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

**6. ASSISTANT DIRECTOR'S REPORT**

The Committee received a report of the Executive Director, Environment concerning an update on matters relating to Hampstead Heath, Highgate Wood and Queen's Park since December 2022.

The Committee was informed by the Assistant Director, Environment, that most projects were progressing well, this included capital projects. Members were informed that work was ongoing on celebrations for the Kings coronation on 6 May. Members were informed that the City of London Corporation continues to work in partnership with Barnet Council to facilitate a family day with stalls and music for the coronation at the beginning of May. The Assistant Director noted



that the Queen's Green Canopy tree planting was a success and 33 trees had been planted on the Heath, the Heath extension and a special tree gifted for Golders Hill Park.

The Committee was provided with an update on the Swimming Capital Project. It was noted that market uncertainty and cost increases were due to market conditions and inflationary issues countrywide. Members were informed that there was a lack of interest during the procurement process and as a result, another tender was run and the closing date was extended with 4 bids being received, however, at present the bids were above budget and contact had been made with contractors to agree processes going forward. It was noted that officers were working with the Chamberlain on pricing and discussions regarding additional funding streams were being explored. Members noted that work was ongoing to ensure a programme of construction can be carried out without impacting too much on the accessibility of the facilities.

The Chairman gave thanks to officers for the creation of the Hampstead Heath Events Proposed Programme.

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

7. **OPERATIONAL FINANCE PROGRESS REPORT (PERIOD 9 APRIL - DECEMBER) 2022/23 - HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK**

The Committee received a report of the Chamberlain concerning an update on the operational finance position as of April to December 2022/23 for Hampstead Heath Highgate Wood and Queen's Park.

The Committee was informed by the Assistant Director, Environment, that there was no issue currently with how parks and open spaces were staffed. It was noted that staff had risen to the challenge and have worked in an agile and flexible way despite numerous vacancies that could not be recruited during the Target Operating Model implementation.

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

8. **DRAFT HIGH-LEVEL BUSINESS PLAN 2023/24 - ENVIRONMENT DEPARTMENT**

The Committee received a report of the Executive Director, Environment concerning the high-level business plan for the Environment Department for 2023/24.

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

9. **HAMPSTEAD HEATH FEES AND CHARGES 2023-24**

The Committee considered a report of the Executive Director, Environment concerning proposed fees and charges for a range of sports and services provided at Hampstead Heath for 2023-24.

The Committee discussed the proposed fees and charges outlined in the report. Members approved the 5% increase in principle but requested for reasons of transparency that officers investigate the possibility of rounding the fees and charges to the decimal point or, for charges above £100, to the nearest 50p.

As the charges were due to come into effect on 1 April, Members agreed to approve the proposed fees and charges as presented, so that changes could be implemented, but also to delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chairman, to approve revised fees and charges once officers had made the requested revision, as officers would not have time to bring this to the next Committee meeting.

**RESOLVED** – That,

- a) Members agree the proposed fees and charges for 2023-24, as set out in appendix 1 of the report subject to delegated authority to the Town Clerk, in consultation with the Chair and Deputy Chairman, to approve revised fees and charges once officers have made the requested revision.

10. **HIGHGATE & QUEEN'S PARK FEES AND CHARGES 2023-24**

The Committee considered a report of the Executive Director Environment concerning proposed fees and charges for a range of sports and services provided at Highgate Wood and Queen's Park 2023-24.

The Committee discussed the proposed fees and charges for 2023-24. At the meeting, Members approved the 5% increase in principle but requested that officers investigate the possibility of rounding the fees and charges to the decimal point or, for charges above £100, to the nearest 50p.

The Committee agreed to delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chairman of the Committee, to approve the proposed fees and charges following this work.

**RESOLVED** – That,

- a) Members agree the proposed fees and charges for 2023-24, as set out in appendix 1 of the report subject to delegated authority to the Town Clerk, in consultation with the Chair and Deputy Chairman, to approve revised fees and charges once officers have made the requested revision.

11. **PARLIAMENT HILL ATHLETICS TRACK RESURFACING**

The Committee considered a report of the Executive Director, Environment concerning a capital project to resurface the Parliament Hill Athletics Track on Hampstead Heath.

The Committee discussed the proposed capital project. Members noted that engagement with the local community was required, and work would need to be undertaken with various communication teams.

**RESOLVED** – That,

- a) That additional budget of £141,025 is approved to reach the next Gateway;
- b) Note the total estimated cost of the project at £1,717,000 (excluding risk);
- c) Approve the Risk Register in Appendix 2 and that a Costed Risk Provision of £283,000 is approved (to be drawn down via delegation to Chief Officer).
- d) That Option 1 Non-Porous Sandwich System Surface is approved
- e) Note the new project timeline which is for earlier delivery than originally envisaged.
- f) Delegate to the Executive Director Environment in consultation with the Chairman and Deputy Chairman of Hampstead Heath, Highgate Wood and Queen's Park Committee and with the Chairman and Deputy Chairman of Operational Property and Projects Sub Committee subsequent reports in order to allow for the acceleration of the programme.
- g) Delegate to the Executive Director Environment authority to approve budget adjustments, above the existing authority within the project procedures and in consultation with the Chamberlains, between budget lines if this is within the approved total project budget.

**12. RISK MANAGEMENT UPDATE REPORT**

The Committee considered a report of the Executive Director, Environment concerning risk management procedures in place within the Environment Department and its Natural Environment Division.

**RESOLVED** – That,

- a) Members agree on behalf of the City Corporation as Trustee, that the registers appended to this report satisfactorily set out the key risks to the charities and that appropriate systems are in place to identify and mitigate risks.

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

There were no questions.

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

There were no items of urgent business.

**15. EXCLUSION OF THE PUBLIC**

16. **NON-PUBLIC MINUTES**  
**RESOLVED** – That the non-public minutes of the meeting held on 7 December be agreed as a correct record.
17. **PARLIAMENT HILL ATHLETICS TRACK RESURFACING - APPENDIX 4**  
The Committee received a non-public appendix to item 11.
18. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**  
There were no questions.
19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**  
There were no items of urgent business.

**The meeting ended at 18.17**

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Chairman

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

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	17 <sup>th</sup> May 2023
<b>Subject:</b> Appointment of Sub Committees, Consultative Committees and Groups and Representatives on Other Bodies	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Deputy Town Clerk	<b>For Decision</b>
<b>Report author:</b> Blair Stringman, Town Clerk's Department	

## Summary

This report sets out the terms of reference and composition of the Hampstead Heath, Highgate Wood and Queen's Park Committee's consultative committees and groups, and the appointments it is invited to make to other bodies. Members are asked to consider those terms of reference and composition(s) and make a number of appointments.

## Recommendation(s)

That Members:-

- Note the terms of reference and composition of the Hampstead Heath Consultative Committee;
- Appoint a Member to serve on the Hampstead Heath Consultative Committee, alongside the Chairman
- Agree the terms of reference and composition of the Highgate Wood and Queen's Park Consultative Groups;
- Appoint up to three Members of this Committee to serve on both the Highgate Wood and Queen's Park Consultative Groups;
- Appoint a local representative from this Committee to observe meetings of the Natural Environment Board;
- Appoint a Member of this Committee to serve on the Keats House Consultative Committee.

## Main Report

### Background

1. The first meeting of this Committee following its annual appointment by the Court of Common Council is an opportunity for Members to consider the appointment of any Sub

Committees, Consultative Committees and Groups and Representatives on Other Bodies that it considers appropriate.

### **Hampstead Heath Consultative Committee**

2. The composition and terms of reference of the Hampstead Heath Consultative Committee are set out in the London Government Reorganisation (Hampstead Heath) Order 1989.
3. Members are asked to note the terms of reference and composition of the Consultative Committee set out in Appendix 1.

### **Highgate Wood Consultative Group**

4. The composition and terms of reference of the Highgate Wood Consultative Group are attached. Members are asked to agree the terms of reference and composition set out in Appendix 1 and to appoint up to three members of the Grand Committee to serve on the Consultative Group.

### **Queen's Park Consultative Group**

5. The composition and terms of reference of the Queen's Park Consultative Group are attached. Members are asked to agree the terms of reference and composition set out in Appendix 1 and to appoint up to three members of the Grand Committee to serve on the Consultative Group.

### **Local Representative to the Natural Environment Board**

6. Each year the Natural Environment Board (formerly the Open Spaces and City Gardens Committee) invites a local representative from this Committee to attend their meetings as an observer. The Natural Environment Board is responsible for the strategic management of the City of London Corporation's Open Spaces. Members are asked to nominate one Committee member from among their number to serve in this capacity. The Chairman and Deputy Chairman of the Committee have ex-officio positions on the Board.

### **Local Representative to the Keats House Consultative Committee**

7. Each year the City's Culture, Heritage and Libraries Committee invites a Member of this Committee to serve on its Keats House Consultative Committee. The terms of reference of the Consultative Committee are set by the Culture, Heritage and Libraries Committee and are 'to make representations to the Culture, Heritage and Libraries Committee about any matter which, in the opinion of the Consultative Committee, affects or is likely to affect Keats House.' Members are asked to nominate one Committee Member from among their number to serve in this capacity.

### **Blair Stringman**

Town Clerk's Department

City of London Corporation

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## **Appendix 1 – Hampstead Heath, Highgate Wood and Queen’s Park Consultative Committees and Groups: Terms of Reference and Composition**

### **Hampstead Heath Consultative Committee**

**N.B. The Consultative Committee’s Terms of Reference and Composition are defined in the London Government Reorganisation Order 1989**

#### **Terms of Reference**

- To make representations to the Grand Committee about any matter which, in the opinion of the Consultative Committee, affects or is likely to affect the Heath lands.
- The Chairman of the Grand Committee shall be the Chairman of the Consultative Committee.
- The Consultative Committee shall meet not less than twice in each year.
- The quorum of the Consultative Committee be seven, at least one of whom must be a member of the City of London Corporation.
- The City may apply to the proceedings and place of meeting of the Committee any standing orders to which the proceedings and place of meeting of other committees of the City are subject but, subject to any such application and the provisions of this Schedule [Schedule 3 of the London Government Reorganisation Order 1989], Part VI of Schedule 12 to the Local Government Act 1972 (except paragraph 45) shall apply to meetings and proceedings of the Committee as if the Committee were a committee of a local authority.
- The Chairman shall, unless he resigns or becomes disqualified, continue in office until his successor becomes entitled to act as Chairman.

#### **Composition**

- Chairman of the Grand Committee and not less than 19 other Members of whom one shall be appointed from among the Members of the Grand Committee.
- Remaining Members shall be appointed from among persons who are neither Council members nor employees of the City; and of these –
  - (a) Eight shall be appointed after consultation with the Hampstead Area Conservation Advisory Committee, the Hampstead Garden Suburb Residents’ Association, the Heath and Old Hampstead Society, the Highgate Conservation Area Advisory Committee, the Highgate Society, the Joint Amenity Groups of Hampstead, the South End Green Association, the Vale of Health Society, and such other bodies appearing to the City to represent local interests as it considers appropriate;
  - (b) Three shall be appointed after consultation with the London Council for Sport and Recreation and such other bodies appearing to the City to represent sporting interests as it considers appropriate;
  - (c) Five shall be appointed after consultation with the Flora and Fauna Preservation Society, the London Wildlife Trust, the Marylebone Birdwatching Society, the Open Spaces Society, the Ramblers’ Association, and other such bodies appearing to the City to represent ecological interests as it considers appropriate;

- (d) One shall be appointed after consultation with such bodies appearing to the City to represent interests of disabled persons as it considers appropriate and;
- (e) One shall be appointed after consultation with the Friends of Kenwood and such other bides appearing to the City to be concerned with the management of Kenwood lands as is considers appropriate.

### **Highgate Wood Consultative Group**

#### **Terms of Reference**

- To make representations to the Grand Committee about any matter which, in the opinion of the Consultative Group, affects or is likely to affect Highgate Wood.
- The Chairman or their representative of the Grand Committee shall be the Chairman of the Consultative Group.

#### **Composition**

- Chairman and Deputy Chairman of the Grand Committee
- Three other Members of the Grand Committee
- Any other representative of such bodies appearing to the City to represent local interests including but not restricted to,
  - Muswell Hill and Fortis Green Association
  - Highgate Society
  - Tree Trust for Haringey
  - London Borough of Haringey
  - Highgate Conservation Area Advisory Committee
  - Muswell Hill Friends of the Earth
  - Friends of Queen's Wood
  - Highgate Society

### **Queen's Park Consultative Group**

#### **Terms of Reference**

- To make representations to the Grand Committee about any matter which, in the opinion of the Consultative Group, affects or is likely to affect Queen's Park.
- The Chairman of the Grand Committee or their representative shall be the Chairman of the Consultative Group.

#### **Composition**

- Chairman and Deputy Chairman of the Grand Committee
- Three other Members of the Grand Committee
- Any other representative of such bodies appearing to the City to represent local interests including but not restricted to,
  - Ark Franklin Primary School
  - London Borough of Brent
  - Queen's Park Area Residents' Association
  - Friends of Salusbury School
  - Kensal Rise Residents' Association



<b>Committee:</b> Hampstead Heath Consultative Committee – For Discussion Hampstead Heath Highgate Wood & Queen’s Park Committee – For Decision	<b>Dated:</b> 17 April 2023  17 May 2023
<b>Subject:</b> Appointment of the Member of the London Natural History Society to the Hampstead Heath Consultative Committee.	<b>Public</b>
<b>Which outcomes in the City Corporation’s Corporate Plan does this proposal aim to impact directly?</b>	<b>N/A</b>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>N</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain’s Department?</b>	<b>N/A</b>
<b>Report of:</b> Town Clerk & Chief Executive	<b>For Decision</b>
<b>Report author:</b> Blair Stringman, Town Clerk’s Department	

### Summary

Approval is sought for the appointment of a new external Member of the Hampstead Heath Consultative Committee, nominated by the London Natural History Society, to represent ecological interests.

### Recommendations

It is recommended:

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

### Main Report

#### Background

1. A person nominated by the London Wildlife Trust has been a Member of the Consultative Committee for many years. That Member has recently been appointed to sit on the Management Committee and as such a vacancy exists on the Consultative Committee. The London Wildlife Trust do not wish to nominate an additional Member to sit on the Consultative Committee at the present time.

#### Current Position

2. Under Schedule 4 to The London Government Reorganisation (Hampstead Heath) Order 1989, five Members shall be appointed after consultation with the Flora and

Fauna Preservation Society, the London Wildlife Trust, the Marylebone Birdwatching Society, the Open Spaces Society, the Ramblers' Association, and such other bodies appearing to the City to represent ecological interests as it considers appropriate.

3. Following conversations with the Natural Environment Department, it was recommended that the London Natural History Society would be a suitable alternative body to nominate a Member of the Consultative Committee, representing similar ecological interests. Subsequent discussions have taken place with Liz Andrew, who is the Chair of the Hampstead Heath Survey for the London Natural History Society, and she has indicated that she is willing to take on the role if this meets with approval.
4. Given that the Consultative Committee and the Management Committee contain Members nominated by the five ecological groups specifically named in Schedule 4 to the 1989 Order, this is considered to be a sufficient level of consultation.
5. There is a statutory framework for the appointment of external Members and the terms of reference delegate authority to the Management Committee to exercise all of the City Corporation's powers and duties relating to Hampstead Heath.

### **Proposal**

6. Following consultation with the Hampstead Heath Consultative Committee, that Liz Andrew, nominated by the London Natural History Society, be appointed as a Member of the Consultative Committee, in accordance with the London Government Reorganisation (Hampstead Heath) Order 1989.

### **Corporate & Strategic Implications –**

Financial implications – None.

Resource implications – None.

Legal implications – Contained within the body of this report.

Risk implications – None.

Equalities implications – None.

Climate implications – None.

Security implications – None.

### **Blair Stringman**

Governance Officer

Town Clerk's Department

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

## Summary

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

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

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

## **Recommendation**

The risks faced by the charities have been reviewed. Members are asked to consider, and if agreed to confirm, on behalf of the City Corporation as Trustee, whether the registers appended to this report satisfactorily set out the key risks to the charities and that appropriate systems are in place to 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 relevant to the Committee every quarter. Detailed risk registers will be presented to Committees every six months. The two interim quarterly reports will include summary risk registers, with individual risks being reported in detail by exception.
4. The Executive Director Environment assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Each of the charities for which your Committee is responsible holds a risk register specific to its site or sites. 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 1.
6. The detailed risk register for Hampstead Heath and the register for Highgate Wood and Queen's Park are summarised in the main body of this report and provided in full at Appendices 2 and 3. For each risk, officers are undertaking a range of actions to mitigate the effects.
7. The Natural Environment Director maintains oversight of all risks and holds a Cross-Divisional Risk Register containing risks which are common to most or all sites: individual charities hold their own specific risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director. This register also contains risks related to specific projects which are managed by

the Director at a strategic level. The Cross-Divisional risks are summarised in this report, with the summary risk register included at Appendix 4. The detailed register is presented to the Open Spaces and City Gardens Committee for decision on a regular basis.

## Current Position

### Hampstead Heath Risks

8. The Hampstead Heath Risk Register, summarised below and provided in full at Appendix 2, contains thirteen risks (two RED, ten AMBER, one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and her Management Team.
  - **ENV-NE-HH 003:** Outbreak of fire in woodland/heathland (RED, 16)
  - **ENV-NE-HH 007:** Maintenance of buildings and equipment (RED, 16)
  - **ENV-NE-HH 004:** Climate and weather (AMBER, 12)
  - **ENV-NE-HH 011:** Recruitment and retention of staff (AMBER, 12)
  - **ENV-NE-HH 012:** Delivery of Capital Projects (AMBER, 12)
  - **ENV-NE-HH 001:** Budget reduction and income loss (AMBER, 8)
  - **ENV-NE-HH 002:** Long-term damage to site (AMBER, 8)
  - **ENV-NE-HH 006:** Health and safety incidents (AMBER, 8)
  - **ENV-NE-HH 009:** Supervised water facilities (AMBER, 8)
  - **ENV-NE-HH 010:** Maintenance of water bodies (AMBER, 8)
  - **ENV-NE-HH 013:** Tree failure (AMBER, 8)
  - **ENV-NE-HH 005:** Plant and tree disease (AMBER, 6)
  - **ENV-NE-HH 008:** Local planning issues (GREEN, 4)
9. Since the date of the last report to your Committee, all risks have been reviewed. The notes of each risk and its associated action(s) have been updated to reflect the current situation; none of the risk scores have changed.
10. **'ENV-NE-WH 014: Tree failure'** has been added to the Hampstead Heath Risk Register. There are large numbers of older, more vulnerable trees which require regular inspection and works to prevent failure. The risk of failure is increased by the greater frequency of extreme weather events, such as heavy rainfall and high winds. Robust tree management systems are in place to control the impact of the risk, including regular inspections of trees and prioritisation of works; and an effective Extreme Weather Protocol which sets criteria for the closure of Golders Hill Park and relevant areas of Hampstead Heath during high winds.

### Highgate Wood and Queen's Park Risks

11. The Highgate Wood and Queen's Park Risk Register, summarised below and provided in full at Appendix 3, contains eleven risks (two RED, eight AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and her Management Team.
  - **ENV-NE-HWQP 003:** Outbreak of fire in woodland/heathland (RED, 16)

- **ENV-NE-HWQP 007:** Maintenance of buildings and equipment (RED, 16)
  - **ENV-NE-HWQP 004:** Climate and weather (AMBER, 12)
  - **ENV-NE-HWQP 009:** Recruitment and retention of staff (AMBER, 12)
  - **ENV-NE-HWQP 010:** Delivery of Capital Projects (AMBER, 12)
  - **ENV-NE-HWQP 001:** Budget reduction and income loss (AMBER, 8)
  - **ENV-NE-HWQP 002:** Long-term damage to site (AMBER, 8)
  - **ENV-NE-HWQP 006:** Health and safety incidents (AMBER, 8)
  - **ENV-NE-HWQP 011:** Tree failure (AMBER, 8)
  - **ENV-NE-HWQP 005:** Plant and tree disease (AMBER, 6)
  - **ENV-NE-HWQP 008:** Local planning issues (GREEN, 4)
12. Since the date of the last report to your Committee, all risks have been reviewed. The notes of each risk and its associated action(s) have been updated to reflect the current situation; none of the risk scores have changed.
13. **‘ENV-NE-HWQP 011: Tree failure’** has been added to the risk register. There are large numbers of older, more vulnerable trees which require regular inspection and works to prevent failure. The risk of failure is increased by the greater frequency of extreme weather events, such as heavy rainfall and high winds. Robust tree management systems are in place to control the impact of the risk, including regular inspections of trees and prioritisation of works; and an effective Extreme Weather Protocol which sets criteria for the closure of Highgate Wood and Queen’s Park during high winds.

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

14. The Cross-Divisional Risk Register of the Natural Environment Division contains top-level risks, such as those on specific projects. Other risks on the register are those which are common to most or all sites: individual charities hold their own specific risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.
15. The Cross-Divisional risks are currently owned by the Executive Director Environment who has reviewed them in collaboration with the Natural Environment Senior Leadership Team. Ownership of these risks will be transferred to the new Natural Environment Director when they join the organisation in May 2023.
16. The Open Spaces and City Gardens Committee regularly receives a detailed report on the nine Cross-Divisional risks summarised below (the Summary Risk Register is provided at Appendix 3 for information).
- **ENV-NE 003:** Operational Property: Repair and maintenance of buildings and structural assets (RED, 24)
  - **ENV-NE 001:** Health and Safety (RED, 24)
  - **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)
  - **ENV-NE 004:** Pests and diseases (RED, 16)
  - **ENV-NE 002:** Extreme weather and climate change (AMBER, 12)

- **ENV-NE 005:** Impact of development (AMBER, 12)
- **ENV-NE 011:** Recruitment and retention of staff (AMBER, 12)
- **ENV-NE 010:** Budget pressures (AMBER, 8)
- **ENV-NE 009:** Failure to implement the Charity Review (AMBER, 6)

### **Risk Management Process**

17. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
18. Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system (Pentana).
19. 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**

20. 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**

21. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
22. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being considered as part of the development of the Natural Environment Division's emerging strategies.
23. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

## **Conclusion**

24. The proactive management of risk, including the reporting process to Members, demonstrates that the 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 – City of London Corporation Risk Matrix
- Appendix 2 – Hampstead Heath Risk Register
- Appendix 3 – Highgate Wood and Queen's Park Risk Register
- Appendix 4 – Natural Environment Cross-Divisional Summary Risk Register

## **Contact**

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

### (C) Risk scoring grid

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

### (D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

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# Hampstead Heath Risk Register

Report Author: Joanne Hill

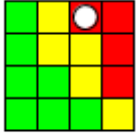
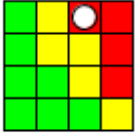

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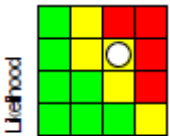
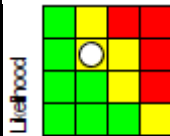
Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
10-AUG-2015 Stefania Horne; Jonathan Meares	<b>Cause:</b> Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires. <b>Event:</b> Large-scale fire / increased frequency of fires. <b>Effect:</b> Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.	Likelihood  Impact	16	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase.  The risk decreases in the winter, but evidence of fires during those months continues to be found by Rangers.  A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious).  <b>26 Apr 2023</b>	Likelihood  Impact	6	31-Mar-2024   Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 003a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety audits are reviewed annually and will be reviewed again before summer 2023.	Stefania Horne; Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HH 003b Emergency Action Plan	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event.  The Trigger Event Policy complements this plan.  Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.	Stefania Horne; Jonathan Meares	20-Apr-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	Flight path
<p><b>ENV-NE-HH 007</b>  <b>Maintenance of buildings and equipment</b></p> <p>10-Aug-2015                      Stefania Horne</p>	<p><b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Reduced CWP budget and limited capital programme.  <b>Event:</b> Operational or public buildings become unusable.  <b>Effect:</b> Potential serious injury to a member of the public or member of staff. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme.</p>	 <p>Lifehood Impact</p>	<p>16</p>	<p>Current risk score remains at 16 (likely and major).</p> <p>Inspections of operational property are managed, and records kept, by the City Surveyor's Department (CSD). Building defects are reported to CSD's Facilities Management Team to address. Longer term repairs and maintenance are managed through the Cyclical Works Programme (CWP), and where significant costs are likely to be incurred over and above the CWP, additional funding is sought through capital bids. We are reliant upon CSD to allocate funds for works to be carried out.</p> <p>We are currently unable to reduce this risk due to decreased CWP budget; only H&amp;S-related projects will be completed in 2023/24. As we are not anticipating any budget increase in this area, we have to accept the risk until such time as the situation changes.</p> <p>The corporate Facilities Management contract was recently renewed/replaced; we will monitor the situation over the coming months and reassess the risk if appropriate.</p> <p><b>26 Apr 2023</b></p>	 <p>Lifehood Impact</p>	<p>16</p>	<p>Accept</p>	

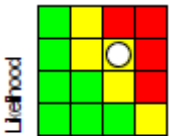
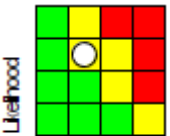

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 007a Review of Property Assets	Review assets in conjunction with City Surveyor's Department. Review of assets is an ongoing process.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's department and local teams. City Surveyor's Department owns, and makes decisions on, the budget.  The corporate Facilities Management contract was recently renewed/replaced; we will monitor the situation over the coming months and reassess the risk if appropriate.	Stefania Horne	26-Apr-2023	30-Jun-2023
ENV-NE-HH 007b Liaison with Surveyor's Dept.	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.	This is an ongoing action.  Client Liaison meetings are taking place at least quarterly.  APFM (Assistant Property Facilities Manager) is in regular contact with internal Divisional stakeholders but there have been delays in liaison between the client and City Surveyor's. We continue to work with CSD to resolve service delivery issues.	Stefania Horne	20-Apr-2023	31-Mar-2024
ENV-NE-HH 007d Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Inspections of staff accommodation need to be resumed. All defects notified by tenants are reported to CSD for action.	Stefania Horne	20-Apr-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	Flight path
<b>ENV-NE-HH 004 Climate and Weather</b>  Page 31 24-Feb-2022 Stefania Horne	<b>Cause:</b> Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. <b>Event:</b> More frequent and severe storm damage, flooding, and fires. <b>Effect:</b> Injury or death to staff, visitors, contractors and volunteers; damage to flora and fauna; damage to property; service capability disrupted; temporary site/area closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management; potential insurance claims.	 Lifelihood Impact	12	The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events.  There is an increased chance of flash flooding at Golders Hill Park and South End Green due to run-off from the ponds.  Extreme weather events continue to be managed.  MET office Storm Centre warnings are monitored.  MET Office Flood Alerts and Warning are monitored.  MET Office Fire Severity Index is monitored.  <b>20 Apr 2023</b>	 Lifelihood Impact	6	31-Mar-2024	
							Reduce	

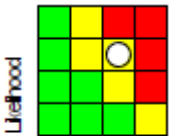
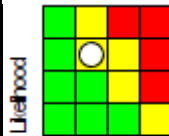
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 004a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event.	Trigger Event Policy is embedded into our Business as Usual and ways of working.  Met Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.  Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.	Stefania Horne; Jonathan Meares	20-Apr-2023	31-Mar-2024

<p>ENV-NE-HH 004b Review of site emergency plans</p>	<p>Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.</p>	<p>Emergency Action Plan is in place. It is reviewed annually and/or after an emergency incident.</p>	<p>Stefania Horne; Jonathan Meares</p>	<p>20-Apr-2023</p>	<p>31-Mar-2024</p>
<p>ENV-NE-HH 004c Extreme Weather Protocol</p>	<p>Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.</p>	<p>In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding.  The Protocol is currently undergoing its scheduled review and being updated as necessary.</p>	<p>Stefania Horne; Jonathan Meares</p>	<p>26-Apr-2023</p>	<p>31-Mar-2024</p>

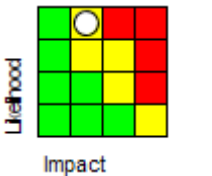
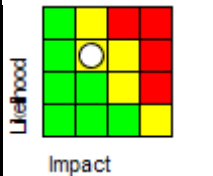



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 011 <b>Recruitment and retention of staff</b>  25-Jun-2022 Stefania Horne	<p><b>Cause:</b> Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces.</p> <p><b>Event:</b> Division is unable to maintain the spaces to an acceptable standard.</p> <p><b>Effect:</b> Environment Department sees an increase in untrained, unqualified staff. Decrease in competent and skilled staff to deliver the management and maintenance of the spaces. Increased number of complaints regarding the quality of the space. Reputational damage.</p>	 <p>Lifehood</p> <p>Impact</p>	12	<p>The current risk score remains Amber 12 (possible/major) due to ongoing vacancies and difficulties in recruitment. We aim to reduce the risk to the target level once the new TOM structure has been implemented and vacancies are recruited to.</p> <p>In the meantime, vacancies where recruitment is essential are being supported with a business case for Fixed Term Contracts. Apprentices are being recruited across the sub-division.</p> <p><b>20 Apr 2023</b></p>	 <p>Lifehood</p> <p>Impact</p>	6	31-Dec-2023	
						Reduce		

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 011a Target Operating Model	Delivery of the Target Operating Model (TOM).	<p>Staff consultation on TOM Phase 2 proposals took place in early 2023 with the final operating model/structure due to be confirmed by the end of April 2023.</p> <p>Until the new TOM is confirmed, the Interim Director approves three-month Fixed Term Contracts and, where necessary, longer FTCs are considered if supported with a business case.</p>		Stefania Horne	20-Apr-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	Flight path
<b>ENV-NE-HH 012 Delivery of Capital Projects</b> 25-Jun-2022 Stefania Horne	<b>Cause:</b> Lack of Capital Expenditure to support the delivery of essential projects and programmes. <b>Event:</b> Inability to deliver Capital projects and programmes due to insufficient funding and lack of budget via Local Risk. <b>Effect:</b> Reputational damage due to the inability of the Division to provide Capital Expenditure for the delivery of projects and programmes.	 Lifelihood Impact	12	The City Corporation is facing significant financial pressures. It is now essential to review capital projects and reassess priorities - this is being carried out. 25 Apr 2023	 Lifelihood Impact	6	31-Dec-2023 Reduce	

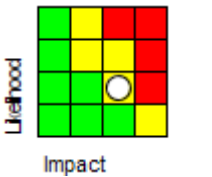
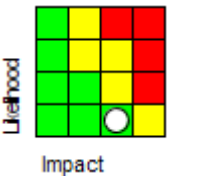
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 012a	Liaise with internal departments to secure funding for capital projects.	Officers have completed a 'Capital Review' standard template and submitted this to the Chamberlain's Department and the Programme Management Office for their consideration.			Stefania Horne	25-Apr-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	Flight path
<b>ENV-NE-HH 001 Budget Reduction and Income Loss</b>  Feb-2022 Stefania Horne	<b>Cause:</b> Budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. <b>Event:</b> Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance. <b>Effect:</b> Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).		<b>8</b>	This risk has been assessed in response to increased budgetary risks across the department.  An increase in income in some areas due to many people staying local during the summer and posts being held vacant should mean that the unidentified savings associated with the Target Operating Model are met.  This risk has been assessed as Amber (8) to reflect the current likelihood and impact of the risk occurring including the review of the revised budgets which is still in process. The target has been set to Amber (6) for June 2023, although this is contingent on the identification of TOM-related savings.  <b>27 Apr 2023</b>		<b>6</b>	30-Jun-2023	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	A number of posts are being held vacant and most appointments are on fixed term contracts. The final Target Operating Model (TOM) structure is due to be confirmed by the end of April 2023 and implemented from May 2023.  Regular reviewing and forecasting of year end budget position is undertaken with Chamberlain's Department.	Stefania Horne	27-Apr-2023	30-Jun-2023


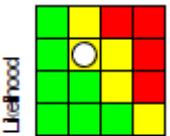

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 002 Long-term damage to site  24-Feb-2022 Jonathan Meares	<p><b>Cause:</b> An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment.</p> <p><b>Event:</b> Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest which are not designed for such high visitor numbers.</p> <p><b>Effect:</b> Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.</p>	<p>Lifehood</p> <p>Impact</p>	8	<p>The current risk remains at the same level.</p> <p>Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme.</p> <p>Achievement of target score for 2024 is contingent upon funding and support for restoration works.</p> <p><b>20 Apr 2023</b></p>	<p>Lifehood</p> <p>Impact</p>	6	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> <li>• Additional monitoring and ecological assessments required.</li> <li>• Messaging via social media asking visitors to use the site responsibly.</li> <li>• Regular Ranger and Constabulary activity.</li> <li>• Programmed restoration work is ongoing.</li> </ul> <p>Target set for 2024 as we expect this to be a long-term mitigation exercise.</p>			Jonathan Meares	20-Apr-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	Flight path
ENV-NE-HH 006 Health and Safety Incidents  10-Aug-2015 Stefania Horne	<b>Cause:</b> Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional Health & Safety Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. <b>Event:</b> Staff or contractors undertake unsafe working practices. Unauthorised access to water bodies by members of the public. <b>Effect:</b> Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty.		8	The current risk score remains unchanged, but we aim to reduce it over coming months by increasing proactive Health and Safety management, including audits, inspections, communications and staffing. A short-term Health & Safety Adviser is being recruited by the Departmental Health & Safety Manager to provide additional technical support for North London Open Spaces division.  20 Apr 2023		4	30-Jun-2023	
							Reduce	

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Action no, Title	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 006a Annual H&S site Audits	Continue with annual H&S site Audits. Sites will carry out audits by peers from within Division. Audits usually take place in August and are signed off later in the year.	This is an ongoing action and reviewed annually.	Stefania Horne	20-Apr-2023	31-Mar-2024
ENV-NE-HH 006b Health & Safety meetings	Relevant officers participate in Departmental Health and Safety meetings. Hold regular Divisional Health and Safety meetings. Keep staff informed, consulted and updated on H&S matters.	Departmental and Divisional Health & Safety meetings have recently been reinstated and will be held regularly. Ongoing action.	Stefania Horne	20-Apr-2023	31-Mar-2024
ENV-NE-HH 006c Management of the ponds and lido	Manage the ponds and lido to reduce the likelihood of unauthorised access and drowning.	Front line staff continue to patrol non-lifeguarded ponds, particularly during extreme weather conditions. Stewards are available during operating hours at the ponds and the Lido to promote customer safety. The non-lifeguarded facilities are heavily signed; this is done prior to the beginning of the summer season, emphasising that people should not be swimming in these ponds.	Stefania Horne; Paul Maskell	20-Apr-2023	31-Mar-2024

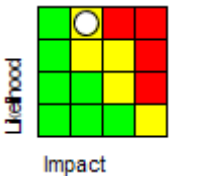
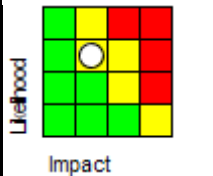
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HH 009</b> <b>Supervised water facilities</b>  17 Aug-2015 Paul Maskell	<b>Cause:</b> Improper use of water bodies: members of the public swimming in unauthorised areas; swimming outside of designated zones/times; fail to pay attention to acclimatisation requirements. Insufficient signage; poor maintenance of banks. <b>Event:</b> Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond. <b>Effect:</b> Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty	 Likelihood Impact	8	The current risk score remains Amber 8 (likely / serious) due to the increased popularity of the facilities.  Measures are in place to ensure the health and safety of staff and visitors, but pressure due to high attendance means the likelihood of the risk occurring must remain at the same level.  This risk is partly mitigated by the continuation of the booking system which controls the number of people who are admitted during the busiest periods.  <b>20 Apr 2023</b>	 Likelihood Impact	6	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 009a Staff training	Training for lifeguards and operational / maintenance staff to ensure the safety of water bodies and swimmers.	Ongoing -Training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.	Paul Maskell	20-Apr-2023	31-Mar-2024
ENV-NE-HH 009b Signage	Appropriate signage at ponds. Rangers check signage weekly. They also check gates are locked and life rings are in place.	This is actively monitored. Signage, specifically at water bodies, is checked by Ranger team as part of their weekly patrols and defects reported for repair or replacement.	Paul Maskell	20-Apr-2023	31-Mar-2024
ENV-NE-HH 009c Safety equipment	Safety equipment accessible at ponds. Weekly checks by lifeguards. Monthly safety equipment checks by Rangers.	This is actively monitored. Signage, specifically at water bodies, is checked by Ranger team as part of their weekly patrols and defects reported for repair or replacement.	Paul Maskell	20-Apr-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	Flight path
<b>ENV-NE-HH 010</b> <b>Maintenance of water bodies</b>  25-Jun-2022 Jonathan Meares	<b>Cause:</b> Lack of maintenance of established water bodies across the sub-division. <b>Event:</b> Water bodies are not maintained to an acceptable and safe standard. <b>Effect:</b> Decrease in the quality of maintenance of the water bodies. Ponds are dynamic landscape features which require management in order to be conserved into the future: failing to maintain water bodies may result in a decrease in ecological and habitat improvements.	Lifehood Impact	<b>8</b>	The ponds and wetlands on Hampstead Heath provide a core component to the Heath's overall ecological value in terms of habitat diversity, and consequently species diversity.  The 'Ponds and Wetlands Plan' makes a series of recommendations for future management which are implemented as appropriate.  <b>20 Apr 2023</b>	Lifehood Impact	<b>6</b>	31-Mar-2024	
							Reduce	

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 010a Ponds and Wetlands Plan	Implement the recommendations in the Ponds and Wetlands Plan as appropriate.	The Ponds and Wetlands Plan makes a series of recommendations for future management. Officers, in consultation with stakeholders, will discuss and, where appropriate, implement recommendations.	Jonathan Meares	20-Apr-2023	31-Mar-2024

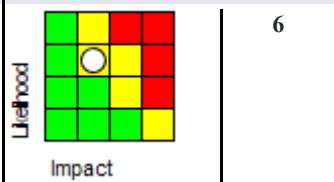
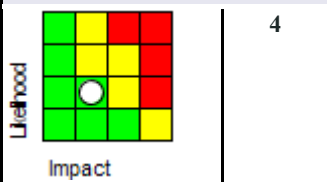
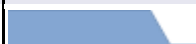
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HH 013 Tree failure</b>  Page 40 01 Feb-2023 Jonathan Meares	<b>Cause:</b> Large numbers of older, more vulnerable trees across Hampstead Heath and Golders Hill Park, which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, exacerbate the risk. <b>Event:</b> More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. <b>Effect:</b> Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.		8	Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.  The Extreme Weather Protocol contains criteria for closing relevant parts of the Heath or Golders Hill Park in extreme weather conditions.  Discussions with neighbouring local authorities and relevant parties are being undertaken to determine whether closure of roads adjacent to the sites during severe storms is feasible.  <b>20 Apr 2023</b>		6	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 013a Tree management systems	Continue to comply with established tree management systems.	A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away.  A tree failure database is maintained to record significant tree failures at Hampstead Heath and Golders Hill Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.  Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.	David Humphries; Jonathan Meares	20-Apr-2023	31-Mar-2024

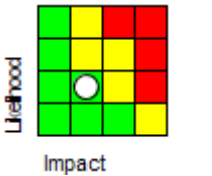
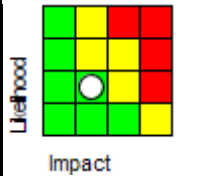


## Appendix 2

ENV-NE-HH 013b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HH 004: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol is being reviewed to determine whether the criteria for closure are still appropriate.	Stefania Horne; David Humphries; Jonathan Meares	26-Apr-2023	31-Mar-2024
ENV-NE-HH 013c Annual tree management audit	Annual tree management audit carried out by external consultant.	An annual review of systems and inspections is undertaken by an independent external consultant.	David Humphries; Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HH 013d Tree Safety Policy	Review Divisional Tree Safety Policy	The Natural Environment Division's Tree Safety Policy will be reviewed in liaison with colleagues across the Division to ensure it is fit for purpose and updated as necessary.	David Humphries; Jonathan Meares	20-Apr-2023	31-Dec-2023
ENV-NE-HH 013e Road closure options	Liaise with local authorities regarding possibility of road closures during severe storms.	We have made initial enquiries with neighbouring boroughs regarding the possibility of closing roads adjacent to our sites during extreme storms. This a complicated issue, especially as we are not usually able to give advance notice, financial penalties may be involved and other parties and agencies (e.g. GLA/TfL) would need to be consulted.  Further discussions with the relevant local authorities and other parties will be undertaken over the coming months to determine whether this is feasible.	Stefania Horne; Jonathan Meares	20-Apr-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	Flight path
<p>ENV-NE-HH 005 Plant and Tree Disease</p> <p>10-Aug-2015 Jonathan Meares</p>	<p><b>Cause:</b> Inadequate biosecurity, buying of infected trees, plants or animals, spread of windblown OPM (oak processionary moth) from adjacent sites.</p> <p><b>Event:</b> Tree disease including Massaria, Ash Dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.</p> <p><b>Effect:</b> Service capability disrupted; public access to sites restricted; tree decline; reputational damage; substantial cost of removal of OPM; risk to human health from OPM.</p>	 <p>6</p>	<p>Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions.</p> <p>The threat of OPM across the North London Division is reducing but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p> <p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylela fastidiosa</i>.</p> <p>Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).</p> <p><b>25 Apr 2023</b></p>	 <p>4</p>	<p>31-Oct-2023</p> <p>Reduce</p>	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 005a Tree and Plant Procurement	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action.	Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HH 005b OPM monitoring	Identification and treatment of Oak Processionary Moth.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies.	Jonathan Meares	20-Apr-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	Flight path
<b>ENV-NE-HH 008 Local Planning Issues</b>  Page 44  23-Jun-2016 Stefania Horne	<b>Cause:</b> Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. <b>Event:</b> Large houses, buildings or other developments on land affecting Hampstead Heath. <b>Effect:</b> 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. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.		4	The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time.  We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division.  Southern borders of Hampstead Heath may see significant development and there is public concern about the impact of this. City Corporation Officers are in discussion with developers, considering mitigating actions to reduce the impact of the development on the green space.		4		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 008a Local Authority relationships	Maintain a close partnership with Planning Authorities. Assistant Director and Officers are in contact with neighbouring local authorities in regard to planning issues which may impact Hampstead Heath. Work collaboratively with local community and civic societies.	Ongoing, division make representations as necessary.  Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.	Jonathan Mearns	20-Apr-2023	31-Mar-2024

ENV-NE-HH 008b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. We respond to planning issues as necessary.  Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HH 008c Planning applications	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	Ongoing. We respond to planning issues as necessary. Relevant planning applications are monitored.  Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	20-Apr-2023	31-Mar-2024

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# Highgate Wood and Queens Park Risk Register

Report Author: Joanne Hill

Generated on: 02 May 2023

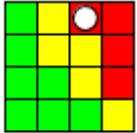
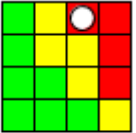



Rows are sorted by Risk Score


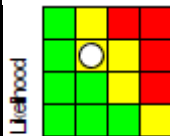
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
24-Feb-2022 Stefania Horne; Jonathan Meares	<p><b>Cause:</b> Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires.</p> <p><b>Event:</b> Large-scale fire / increased frequency of fires.</p> <p><b>Effect:</b> Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.</p>	Likelihood 	16	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase.  The risk decreases in the winter, but evidence of fires during those months continues to be found by Rangers.  A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious).  <b>26 Apr 2023</b>	Likelihood 	6	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 003a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety audits are reviewed annually and will be reviewed again before summer 2023.	Stefania Horne; Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HWQP 003b Emergency Action Plan	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event.  The Trigger Event Policy complements this plan.  Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.	Stefania Horne; Jonathan Meares; Jennifer Wood	20-Apr-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	Flight path
<p>ENV-NE-HWQP 007 Maintenance of buildings and equipment</p> <p>24-Feb-2022 Stefania Horne</p>	<p><b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Reduced CWP budget and limited capital programme.</p> <p><b>Event:</b> Operational or public building become unusable.</p> <p><b>Effect:</b> Potential serious injury to a member of the public, or member of staff. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme.</p>	 <p>Lifehood</p> <p>Impact</p>	<p>16</p>	<p>Current risk score remains at 16 (likely and major).</p> <p>There is a significant issue with the roof of the education building which is part of a HLF funded project. This will need to be urgently addressed, otherwise the building will have to be closed and the project and funding could be at risk.</p> <p>Inspections of operational property are managed, and records kept, by the City Surveyor's Department (CSD). Building defects are reported to CSD's Facilities Management Team to address. Longer term repairs and maintenance are managed through the Cyclical Works Programme (CWP), and where significant costs are likely to be incurred over and above the CWP, additional funding is sought through capital bids. We are reliant upon CSD to allocate funds for works to be carried out.</p> <p>We are currently unable to reduce this risk due to decreased CWP budget; only H&amp;S-related projects will be completed in 2023/24. As we are not anticipating any budget increase in this area, we have to accept the risk until such time as the situation changes.</p> <p>The corporate Facilities Management contract was recently renewed/replaced: we will monitor the situation over the coming months and reassess the risk if appropriate.</p> <p>20 Apr 2023</p>	 <p>Lifehood</p> <p>Impact</p>	<p>16</p>	<p>Accept</p>	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 007a Review of Property Assets	Review assets in conjunction with City Surveyor's Department. Review of assets is an ongoing process.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's department and local teams. City Surveyor's Department owns, and makes decisions on, the budget.  The Corporate Facilities Management contract was recently renewed/replaced. We will keep the situation under review to monitor any changes and reassess this risk accordingly.	Stefania Horne	20-Apr-2023	30-Jun-2023
ENV-NE-HWQP 007b Liaison with City Surveyor's Department	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.	This is an ongoing action.  Client Liaison meetings are taking place at least quarterly.  APFM (Assistant Property Facilities Manager) is in regular contact with internal Divisional stakeholders but there have been delays in liaison between the client and City Surveyor's Department. We continue to work with the CSD to resolve service delivery issues.	Stefania Horne	20-Apr-2023	31-Mar-2024
ENV-NE-HWQP 007e Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Inspections of staff accommodation need to be resumed. All defects notified by tenants are reported to CSD for action.	Stefania Horne	20-Apr-2023	31-Mar-2024

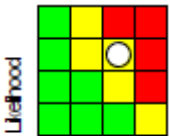
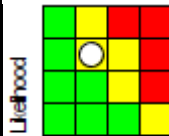
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HWQP 004 Climate and Weather</b>  Aug-2015 Stefania Horne	<b>Cause:</b> Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. <b>Event:</b> More frequent and severe storm damage, flooding, and fires. <b>Effect:</b> Injury or death to staff, visitors, contractors and volunteers; damage to flora and fauna; damage to property; service capability disrupted; temporary site/area closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management; potential insurance claims.	 Impact	<b>12</b>	The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events.  Extreme weather events continue to be managed.  MET office Storm Centre warnings are monitored.  MET Office Flood Alerts and Warning are monitored.  MET Office Fire Severity Index is monitored.  <b>20 Apr 2023</b>	 Impact	<b>6</b>	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 004a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event	Trigger Event Policy is embedded into our Business as Usual and ways of working.  Met Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.  Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.	Stefania Horne; Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HWQP 004b Review of site emergency plans	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Emergency Action Plan is in place. It is reviewed annually and/or after an emergency incident.	Stefania Horne; Jonathan Meares	20-Apr-2023	31-Mar-2024

<p>ENV-NE-HWQP 004c Extreme Weather Protocol</p>	<p>Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.</p>	<p>In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding.</p> <p>The Protocol is currently undergoing its scheduled review and being updated as necessary.</p>	<p>Stefania Horne; Jonathan Meares</p>	<p>26-Apr-2023</p>	<p>31-Mar-2024</p>
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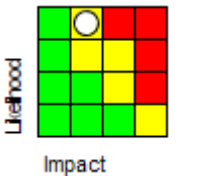
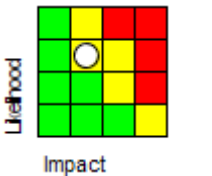

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HWQP 009 Recruitment and Retention of Staff</b>  25-Jun-2022 Stefania Horne	<b>Cause:</b> Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. <b>Event:</b> Division is unable to maintain the spaces to an acceptable standard. <b>Effect:</b> Environment Department sees an increase in untrained, unqualified staff. Decrease in competent and skilled staff to deliver the management and maintenance of the spaces. Increased number of complaints regarding the quality of the space. Reputational damage.	 Likelihood Impact	12	The current risk score remains Amber 12 (possible/major) due to ongoing vacancies and difficulties in recruitment. We aim to reduce the risk to the target level once the new TOM structure has been implemented and vacancies are recruited to.  In the meantime, vacancies where recruitment is essential are being supported with a business case for Fixed Term Contracts. Apprentices are being recruited across the sub-division.  <b>20 Apr 2023</b>	 Likelihood Impact	6	31-Dec-2023	
						Reduce		

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 009a Target Operating Model	Delivery of the Target Operating Model (TOM).	Staff consultation on TOM Phase 2 proposals took place in early 2023 with the final operating model/structure due to be confirmed by the end of April 2023.  Until the new TOM is confirmed, the Interim Director approves three-month Fixed Term Contracts and, where necessary, longer FTCs are considered if supported with a business case.		Stefania Horne	20-Apr-2023	31-Dec-2023


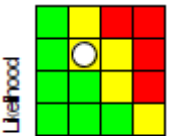
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HWQP 010 Delivery of Capital Projects 25-Jun-2022 Stefania Horne	<p><b>Cause:</b> Lack of Capital Expenditure to support the delivery of essential projects and programmes.</p> <p><b>Event:</b> Inability to deliver capital projects and programmes due to insufficient funding and lack of budget via Local Risk.</p> <p><b>Effect:</b> Reputational damage due to the inability of the Division to provide Capital Expenditure for the delivery of projects and programmes.</p>	 Likelihood	12	The City Corporation is facing significant financial pressures. It is now essential to review capital projects and reassess priorities - this is being carried out.  25 Apr 2023	 Likelihood	6	31-Dec-2023	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 010a Liaison with other departments	Liaise with internal departments to secure funding for capital projects.	Officers have completed a 'Capital Review' standard template and submitted this to the Chamberlain's Department and the Programme Management Office for their consideration.			Stefania Horne	25-Apr-2023	31-Dec-2023

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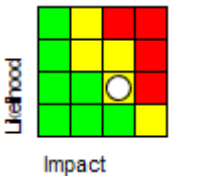
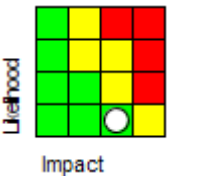
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HWQP 001</b> <b>Budget Reduction &amp; Income Loss</b>  10 Feb-2022 Stefania Horne	<b>Cause:</b> Budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. <b>Event:</b> Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance. <b>Effect:</b> Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).		8	This risk has been assessed in response to increased budgetary risks across the department.  An increase in income in some areas due to many people staying local during the summer and posts being held vacant should mean that the unidentified savings associated with the Target Operating Model are met.  This risk has been assessed as Amber (8) to reflect the current likelihood and impact of the risk occurring including the review of the revised budgets which is still in process. The target has been set to Amber (6) for June 2023, although this is contingent on the identification of TOM-related savings.  <b>27 Apr 2023</b>		6	30-Jun-2023	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 001a	Monitor budgets monthly and consider income generation opportunities.	A number of posts are being held vacant and most appointments are on fixed term contracts. The final Target Operating Model (TOM) structure is due to be confirmed by the end of April 2023 and implemented from May 2023.  Regular reviewing and forecasting of year end budget position is undertaken with Chamberlain's Department.	Stefania Horne	27-Apr-2023	30-Jun-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	Flight path
ENV-NE-HWQP 002 Long-term damage to site  24-Feb-2022 Jonathan Mearns	<p><b>Cause:</b> An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment.</p> <p><b>Event:</b> Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest which are not designed for such high visitor numbers.</p> <p><b>Effect:</b> Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.</p>	 <p>L1 L2 L3</p> <p>Impact</p>	8	<p>The current risk remains at the same level.</p> <p>Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme.</p> <p>Achievement of target score for 2024 is contingent upon funding and support for restoration works.</p> <p><b>20 Apr 2023</b></p>	 <p>L1 L2 L3</p> <p>Impact</p>	6	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> <li>• Additional monitoring and ecological assessments required.</li> <li>• Messaging via social media asking visitors to use the site responsibly.</li> <li>• Regular Ranger and Constabulary activity.</li> <li>• Programmed restoration work is ongoing.</li> </ul> <p>Target set for 2024 as we expect this to be a long-term mitigation exercise.</p>	Jonathan Mearns	20-Apr-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	Flight path
<b>ENV-NE-HWQP 006 Health and Safety Incidents</b>  24-Feb-2022 Stefania Horne	<b>Cause:</b> Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional Health & Safety Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. <b>Event:</b> Staff or contractors undertake unsafe working practices. Unauthorised access to water bodies by members of the public. <b>Effect:</b> Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty.		8	The current risk score remains unchanged, but we aim to reduce it over coming months by increasing proactive Health and Safety management, including audits, inspections, communications and staffing. A short-term Health & Safety Adviser is being recruited by the Departmental Health & Safety Manager to provide additional technical support for North London Open Spaces division.  <b>20 Apr 2023</b>		4	30-Jun-2023	
							Reduce	

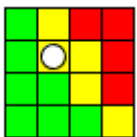
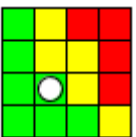

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date	
ENV-NE-HWQP 006a	Annual H&S site Audits	Continue with annual H&S site Audits. Sites will carry out audits by peers from within Division. Audits usually take place in August and are signed off later in the year.	Stefania Horne	This is an ongoing action and reviewed annually.	20-Apr-2023	31-Mar-2024
ENV-NE-HWQP 006b	Quarterly Divisional H&S Meetings	Relevant officers participate in Departmental Health and Safety meetings. Hold regular Divisional Health and Safety meetings. Keep staff informed, consulted and updated on H&S matters.	Stefania Horne	Departmental and Divisional Health & Safety meetings have recently been reinstated and will be held regularly. Ongoing action.	20-Apr-2023	31-Mar-2024


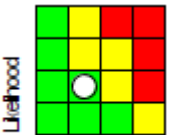
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<b>ENV-NE-HWQP 011</b> <b>Tree failure</b>  Feb-2023 Jonathan Meares	<p><b>Cause:</b> Large numbers of older, more vulnerable trees, especially at Highgate Wood which is an ancient woodland. These trees require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, exacerbate the risk.</p> <p><b>Event:</b> More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf.</p> <p><b>Effect:</b> Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>	<p>Lifelihood</p> <p>Impact</p>	<p>8</p>	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing Highgate Wood and Queen's Park in extreme weather conditions.</p> <p>Discussions with neighbouring local authorities and relevant parties are being undertaken to determine whether closure of roads adjacent to the sites during severe storms is feasible.</p> <p><b>20 Apr 2023</b></p>	<p>Lifelihood</p> <p>Impact</p>	<p>6</p>	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 011a	Continue to comply with established tree management systems.	<p>A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away.</p> <p>A tree failure database is maintained to record significant tree failures at Highgate Wood and Queen's Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.</p> <p>Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.</p>	David Humphries; Jonathan Meares	20-Apr-2023	31-Mar-2024

ENV-NE-HWQP 011b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HWQP 004: Climate and Weather)	An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol is being reviewed to determine whether the criteria for closure are still appropriate.	Stefania Horne; David Humphries; Jonathan Meares	26-Apr-2023	31-Mar-2024
ENV-NE-HWQP 011c Annual tree management audit	Annual tree management audit carried out by external consultant	An annual review of systems and inspections is undertaken by an independent external consultant.	David Humphries; Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HWQP 011d Tree Safety Policy	Review Divisional Tree Safety Policy	The Natural Environment Division's Tree Safety Policy will be reviewed in liaison with colleagues across the Division to ensure it is fit for purpose and updated as necessary.	David Humphries; Jonathan Meares	20-Apr-2023	31-Dec-2023
ENV-NE-HWQP 011e Road closure options	Liaise with local authorities regarding possibility of road closures during severe storms.	We have made initial enquiries with neighbouring boroughs regarding the possibility of closing roads adjacent to our sites during extreme storms. This a complicated issue, especially as we are not usually able to give advance notice, financial penalties may be involved and other parties and agencies (e.g. GLA/TfL) would need to be consulted.  Further discussions with the relevant local authorities and other parties will be undertaken over the coming months to determine whether this is feasible.	Stefania Horne; Jonathan Meares	20-Apr-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	Flight path
<p><b>ENV-NE-HWQP 005 Plant and Tree Disease</b></p> <p>24-Feb-2022 Jonathan Meares</p>	<p><b>Cause:</b> Inadequate biosecurity; purchase of infected trees, plants or animals; spread of windblown OPM (oak processionary moth) from adjacent sites; climate change.  <b>Event:</b> Tree disease including Massaria, Ash dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.  <b>Effect:</b> Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM.</p>	 <p>Lifehood</p> <p>Impact</p>	<p>6</p>	<p>Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions.</p> <p>The threat of OPM across the North London Division is reducing but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p> <p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylela fastidiosa</i>.</p> <p>Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).</p> <p><b>25 Apr 2023</b></p>	 <p>Lifehood</p> <p>Impact</p>	<p>4</p>	<p>31-Oct-2023</p> <p>Accept</p>	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 005a Tree and Plant Procurement	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action.	Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HWQP 005b OPM monitoring	Identification and treatment against Oak Processionary Moth.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies.	Jonathan Meares	20-Apr-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	Flight path
<b>ENV-NE-HWQP 008 Local Planning Issues</b>  24 Feb-2022 Stefania Horne	<b>Cause:</b> Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. <b>Event:</b> Large houses, buildings or other developments on land affecting the sites. <b>Impact:</b> 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. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	 Likelihood Impact	4	The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time.  We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Highgate Wood and Queen's Park and the wider Division.  <b>20 Apr 2023</b>	 Likelihood Impact	4		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 008a Local Authority relationships	Maintain a close partnership with Planning Authorities. Assistant Director and Officers in contact with neighbouring local authorities in regard to planning issues which may impact the sites. Work collaboratively with local community and civic societies.	Ongoing, the Division makes representations as necessary.  Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.	Jonathan Meares	21-Apr-2023	31-Mar-2024
ENV-NE-HWQP 008b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. We respond to planning issues as necessary.  Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	20-Apr-2023	31-Mar-2024
ENV-NE-HWQP 008c Planning applications	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	Ongoing. We respond to planning issues as necessary. Relevant planning applications are monitored.  Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	20-Apr-2023	31-Mar-2024



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

Report Author: Joanne Hill

Generated on: 26 April 2023

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

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