



Epping Forest & Commons Committee

Date: THURSDAY, 27 NOVEMBER 2025
Time: 10.00 am
Venue: COMMITTEE ROOMS - 2ND FLOOR WEST WING, GUILDHALL

Members:

Deputy Caroline Haines (Chair)	Alderman Sir Nicholas Lyons
Deputy Benjamin Murphy (Deputy Chairman)	David Sales
George Abrahams	James St John Davis (Ex-Officio Member)
Elizabeth Corrin	Philip Woodhouse
Deputy Jaspreet Hodgson	Verderer Michael Chapman DL
Alderman Vincent Keaveny CBE	Verderer William Kennedy
Gregory Lawrence	Verderer Paul Morris
Charles Edward Lord, OBE JP (Ex-Officio Member)	Verderer Nicholas Munday

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Ian Thomas CBE
Town Clerk and Chief Executive

AGENDA

NB: Certain matters for information have been marked * Members are encouraged to submit any questions on these items to the Committee Clerk or the Chair prior to the start of the meeting. The Chair would like members to be aware that if they do not submit questions in advance they may not be taken due to time constraints. These information items have been collated in a supplementary agenda pack and circulated separately.

Agenda

Part 1 - Public Agenda

1. **APOLOGIES**

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

3. **MINUTES**

To agree the minutes of the previous meeting held on 17 July 2025.

For Decision
(Pages 7 - 18)

4. **CARBON REMOVALS UPDATE**

Officers to present a verbal update.

For Information
(Verbal Report)

Burnham Beeches & The Commons

5. ***ASSISTANT DIRECTOR (SUPERINTENDENT) BURNHAM BEECHES AND THE COMMONS UPDATE (JULY TO OCTOBER)**

Report of the Executive Director, Environment.

For Information

6. **RISK MANAGEMENT UPDATE - BURNHAM BEECHES AND THE COMMONS**

Report of Executive Director, Environment.

For Decision
(Pages 19 - 88)

7. ***REVENUE OUTTURN 2024/25 - BURNHAM BEECHES AND THE COMMONS**

Report of the Chamberlain and Executive Director, Environment.

For Information

8. **REVENUE AND CAPITAL BUDGETS 2026/27 - BURNHAM BEECHES AND THE COMMONS**

Report of the Chamberlain and Executive Director, Environment.

For Decision
(Pages 89 - 118)

9. ***DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2025 - BURNHAM BEECHES AND STOKE COMMON**

Report of the Chamberlain and Executive Director, Environment.

For Information

10. ***DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2025 - ASHTEAD COMMON**

Report of the Chamberlain and Executive Director, Environment.

For Information

11. ***DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2025 - WEST WICKHAM COMMON AND SPRING PARK WOOD AND COULSDON AND OTHER COMMONS**

Report of the Chamberlain and Executive Director, Environment.

For Information

Epping Forest

12. ***ASSISTANT DIRECTOR SUPERINTENDENT'S EPPING FOREST UPDATE JULY TO SEPTEMBER**

Report of the Executive Director, Environment.

For Information

13. **RISK MANAGEMENT UPDATE - EPPING FOREST**

Report of Executive Director, Environment.

For Decision

(Pages 119 - 166)

14. **EPPING FOREST CONSTABLES AND AUTHORISED OFFICERS**

Report of Executive Director, Environment.

For Decision
(Pages 167 - 182)

15. **EPPING FOREST CARE AND MAINTENANCE AGREEMENTS**

Report of Executive Director, Environment.

For Decision
(Pages 183 - 196)

16. ***REVENUE OUTTURN 2024/25 - EPPING FOREST**

Report of the Chamberlain and Executive Director, Environment.

For Information

17. **REVENUE AND CAPITAL BUDGETS 2026/27 - EPPING FOREST**

Report of Chamberlain and Executive Director, Environment.

For Decision
(Pages 197 - 210)

18. ***DRAFT ANNUAL REPORT AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 MARCH 2025 - EPPING FOREST**

Report of Chamberlain and Executive Director, Environment.

For Information

19. ***COMMITTEE DIARY AND UPCOMING EVENTS**

Report of Executive Director, Environment.

For Information

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

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

22. **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

Part 2 - Non-Public Agenda

23. NON-PUBLIC MINUTES

To agree the non-public minutes of the previous meeting held on 17 July 2025.

For Decision
(Pages 211 - 216)

24. NATURAL ENVIRONMENT CHARITIES REVIEW – GRANT FUNDING MODEL PRINCIPLES PROPOSAL

Report of the Chamberlain and Executive Director, Environment.

For Decision
(Pages 217 - 238)

Burnham Beeches & The Commons

25. UPDATES ON BURNHAM BEECHES & THE COMMONS

Officers of Environment Department to provide any further updates about Burnham Beeches & The Commons.

For Information
(Verbal Report)

Epping Forest

26. UPDATES ON EPPING FOREST

Officers of Environment Department to provide any further updates about Epping Forest.

For Information
(Verbal Report)

27. ENTERING OF PROPERTY AGREEMENT

Report of Executive Director, Environment.

For Decision

(Pages 239 - 256)

28. **REQUEST FOR THE PROVISION OF A DEED OF GRANT EASEMENT**

Report of Executive Director, Environment.

For Decision
(Pages 257 - 310)

29. ***REPORT OF ACTION TAKEN**

Report of the Town Clerk.

For Information

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

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

EPPING FOREST & COMMONS COMMITTEE

Thursday, 17 July 2025

Minutes of the meeting of the Epping Forest & Commons Committee held at Committee Rooms - 2nd Floor West Wing, Guildhall on Thursday, 17 July 2025 at 10.00 am.

Present

Members:

Deputy Caroline Haines (Chair)
Deputy Benjamin Murphy (Deputy Chairman)
George Abrahams
Elizabeth Corrin
Alderman Vincent Keaveny, CBE
David Sales
Verderer Michael Chapman DL
Verderer Nicholas Munday

In attendance:

Jaspreet Hodgson (attended virtually)
Alderman Sir Nicholas Lyons (attended virtually)
Verderer Paul Morris (attended virtually)
James St John Davis (Ex-Officio) (attended virtually)

Officers:

Marguerite Jenkin	- Chamberlain's Department
Jack Joslin	- City Bridge Foundation
Anna Cowperthwaite	- Comptroller and City Solicitor's Department
Katie Stewart	- Executive Director, Environment
Emily Brennan	- Environment Department
Jacqueline Eggleston	- Environment Department
Juliane Heinecke	- Environment Department
Jo Hurst	- Environment Department
Andrew Impey	- Environment Department
Laura Lawson	- Environment Department
Brian Pallett	- Environment Department
Geoff Sinclair	- Environment Department
Zoe Williams	- Town Clerk's Department

1. APOLOGIES

Apologies were received from Verderer William Kennedy and Gregory Lawrence.

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

No declarations were received.

3. **MINUTES**

RESOLVED – That, the public minutes and non-public summary of the meeting held on 29 May 2025 be approved as an accurate record.

4. **APPOINTMENT OF CONSULTATIVE COMMITTEES AND GROUPS**

RESOLVED – That, Verderer Paul Morris be appointed as an observing Member of the Natural Environment Board.

5. **EPPING FOREST AND THE COMMONS GOVERNANCE PROPOSALS**

The Committee considered a report of the Executive Director, Environment which proposed changes to the format of the meetings of the Epping Forest and Commons Committee along with the introduction of new member oversight groups.

The Chair introduced the report to the Committee. In response to a query regarding the time commitment Members would need to give to the oversight groups, the Chair responded that it would vary based on the group, explaining that a group such as the Epping Forest Act 150th Celebrations may be more intensive in the lead up to the anniversary. The Chair noted that the oversight groups were being set up to ensure that the various areas of operations across the Committee did not become siloed and improve responsiveness between Committee meetings.

A Member commented that a key output from the oversight groups should be to shape any policy that was considered by the Epping Forest and Commons Committee. The Chair noted that the role of groups such as the Epping Forest Act 150th Celebrations Oversight Group would have quite a specific focus but that this would vary across the groups.

Officers indicated that a Wanstead Parkland Plan steering group would be set up in due course. The Chair requested that Members interested in chairing this steering group contact Officers by email.

A Member asked what work was being done regarding the management of cows at Epping Forest. Officers responded that the Nature Resilience and Landscape Oversight Group would consider matters such as this. They noted that they expected the oversight group would consider the upcoming grazing management plan in detail. The Member also noted their interest in the financial and environmental opportunities available through the cows at Epping Forest. The Chair commented that these considerations could take place within the Nature Resilience and Landscape Oversight Group.

RESOLVED – That, Members:

- Approved the retention of the Epping Forest & Commons Committee (EF&CC) meetings on a bimonthly basis, holding six meetings each year, however, moving to four formal quarterly meetings for Committee business and decision making with two further meetings focused on

strategy and policy development held on site at Epping Forest and / or The Commons.

- Endorsed the principle of three Epping Forest and Commons Committee Saturday Visits annually, (March, July and November) on the Saturday preceding each Committee meeting that follows in the next week.
- Noted that the appointments to the proposed oversight groups were as follows:
 - a) Epping Forest Act 150th Celebrations Oversight Group:
 - Deputy Caroline Haines
 - Deputy Benjamin Murphy
 - Verderer Michael Chapman
 - Alderman Vincent Keaveny
 - Verderer Paul Morris
 - Verderer Nicholas Munday
 - b) Nature Resilience and Landscape Oversight Group (Epping Forest)
 - Deputy Caroline Haines
 - Deputy Benjamin Murphy
 - Verderer Paul Morris
 - Verderer Nicholas Munday
 - c) Engagement and Accessibility Oversight Group (Epping Forest)
 - Deputy Caroline Haines
 - Deputy Benjamin Murphy
 - Verderer Michael Chapman
 - Verderer Paul Morris
 - David Sales
 - d) Nature Resilience and Landscape Oversight Group (Burnham Beeches and the Commons):
 - Deputy Caroline Haines
 - Deputy Benjamin Murphy
 - Verderer Paul Morris

6. NATURAL ENVIRONMENT CHARITY REVIEW – UPDATE ON FUNDRAISING WORKSTREAMS

The Committee received a report of the Chamberlain and Executive Director, Environment which detailed the progress since 2024 and the next stages of the workplan.

RESOLVED – That, Members:

- Noted the report and its contents.
- Noted the two planned briefing sessions for all interested Members on Biodiversity Net Gain potential at Natural Environment sites, and fundraising opportunities and resourcing for the Natural Environment Charities.

Burnham Beeches & The Commons

7. ASSISTANT DIRECTOR (SUPERINTENDENT) BURNHAM BEECHES AND THE COMMONS UPDATE (APRIL - JUNE 2025)

The Committee received a report of the Executive Director, Environment which presented key data for Burnham Beeches and the Commons for the period April 2025 – June 2025.

The Chair, on behalf of the Committee, extended their congratulations and gratitude to Geoff Sinclair, Assistant Director (Superintendent) of Burnham Beeches and the Commons, upon his retirement from the City Corporation. It was acknowledged that his contributions and leadership at Burnham Beeches and the Commons over the last few years, alongside his previous decade at Epping Forest, had been widely valued, and his knowledge and wisdom would be deeply missed.

RESOLVED – That, Members noted the report and its contents.

8. **VETERAN TREE CONFERENCE UPDATE**

The Committee received a verbal update on the Veteran Tree Conference from Officers of the Environment Department.

The Chair thanked Officers, volunteers and Members for their contributions towards the success of the international conference on the biodiversity of pollarded trees. They noted that plans were being developed for 2026 to hold a digital symposium as a follow up to this conference.

A Member questioned whether there would be an opportunity for the City Corporation to sell consultancy services in this space, given its experience and leadership. The Chair assured the Member that they would consider this for future conferences. Officers agreed that there could be an opportunity to share the City Corporation's experience commercially. They noted there were other organisations that already used the facilities at Burnham Beeches to run workshops for the Veteran Tree Management Skills Certification. Another Member noted that the City Corporation should consider producing a centre of learning to encapsulate the knowledge that had been developed in this area.

With regard to the Assistant Director's report, the Deputy Chair requested that the outcomes of the nature surveys be reported to the Committee so they could understand the trends that arose from these. The Assistant Director commented that biodiversity was included in the golden threads to be developed and improved over the next three years. The Deputy Chair queried whether the Committee would receive a report on the outcomes from the veteran trees conference. The Assistant Director responded that a survey had been sent to the delegates that attended the conference, and there would be a report to summarise the feedback received.

In response to a comment from the Deputy Chair about the Area of Outstanding Natural Beauty (AONB) framework, the Assistant Director noted that it was disappointing the review of the Chilterns National Landscape boundary had been closed down. They noted the significance that Farthing Downs was still under review to become added to the Surrey Hills AONB, as it would be the first in London to become an AONB.

RESOLVED – That, Members noted the verbal update.

9. **RISK MANAGEMENT UPDATE (BURNHAM BEECHES AND THE COMMONS)**

The Committee received a report of the Executive Director, Environment which provided an overview of the risk management processes in place, including risk governance and the format and frequency of reporting, for the Ashted Common, Burnham Beeches and Stoke Common, Coulsdon and Other Commons, and West Wickham and Spring Park Charities.

RESOLVED – That, Members noted the report and its contents.

10. **NATURAL ENVIRONMENT CHARITY REVIEW - ASSETS UPDATE FOR THE ASHTEAD COMMON CHARITY**

The Committee received a report of the Director of Natural Environment which summarised the processes used to audit the land assets held by the City Corporation as trustee of the Ashted Common charity.

RESOLVED – That, Members:

- Noted the audit process undertaken for the charity land assets of the Ashted Common charity and the steps to maintain the Asset Register.
- Noted the charity land assets of the Ashted Common charity included in the Appendix to the report.

11. **NATURAL ENVIRONMENT CHARITY REVIEW - ASSETS UPDATE FOR BURNHAM BEECHES AND STOKE COMMON CHARITY**

The Committee received a report of the Director of Natural Environment which summarised the processes used to audit the land assets held by the City Corporation as trustee of the Burnham Beeches and Stoke Common Charity.

RESOLVED – That, Members:

- Noted the audit process undertaken for the charity land assets of the Burnham Beeches & Stoke Common charity and the steps to maintain the Asset Register.
- Noted the charity land assets of the Burnham Beeches & Stoke Common charity included in the Appendix to the report.

12. **NATURAL ENVIRONMENT CHARITY REVIEW - ASSETS UPDATE FOR THE COULSDON AND OTHER COMMONS CHARITY**

The Committee received a report of the Director of Natural Environment which summarised the processes used to audit the land assets held by the City Corporation as trustee of the Coulsdon and Other Commons Charity.

RESOLVED – That, Members:

- Noted the audit process undertaken for the charity land assets of the Coulsdon and other Commons charity and the steps to maintain the Asset Register.
- Noted the charity land assets of the Coulsdon and other Commons charity included in the Appendix to the report.

13. **NATURAL ENVIRONMENT CHARITY REVIEW - CHARITY ASSETS UPDATE FOR THE WEST WICKHAM COMMON AND SPRING PARK WOOD CHARITY**

The Committee received a report of the Director of Natural Environment which summarised the processes used to audit the land assets held by the City Corporation as trustee of the West Wickham Common and Spring Park Wood Charity.

RESOLVED – That, Members:

- Noted the audit process undertaken for the charity land assets of the West Wickham Common and Spring Park Wood charity and the steps to maintain the Asset Register.
- Noted the charity land assets of the West Wickham Common and Spring Park Wood charity included in the Appendix to this report.

Epping Forest

14. **ASSISTANT DIRECTOR SUPERINTENDENT'S EPPING FOREST UPDATE (MAY - JUNE 2025)**

The Committee received a report of the Executive Director, Environment which presented an update on business activity delivered in Epping Forest for the period of May to June 2025.

The Assistant Director noted the recent fire at Wanstead Flats. Officers and Members commended the London Fire Brigade and staff for their response.

A Member asked whether there was a policy for cutting paths as firebreaks for all the City Corporation's open spaces. The Assistant Director confirmed that while cutting regimes varied, there were fire management plans across Epping Forest. In response to a query, the Assistant Director also confirmed that staff were still able to do firebreak work during the nesting season.

RESOLVED – That, Members noted the report and its contents.

15. **RISK MANAGEMENT UPDATE (EPPING FOREST)**

The Committee received a report which provided an overview of the risk management processes in place, including risk governance and the format and frequency of reporting, for the Epping Forest Charity.

RESOLVED – That, Members noted the report and its contents.

16. **MOTORGATE WAYLEAVE FEE INCREASE 2025**

The Committee considered a report of the Executive Director, Environment which sought approval for the increase in wayleave fees for domestic motor access (motor gates) as of 1 October 2025.

A Member asked why the fees were being reviewed in line with Retail Price Index (RPI) rather than Consumer Price Index (CPI). They also expressed that they believed a 5-year review was too infrequent and suggested that they instead take place every couple of years. Officers confirmed they had previously heard feedback suggesting a more frequent review and they would take this into

account. They explained that they had followed an RPI approach as that was what had been recommended by the Chamberlain's department and what was used for fees and charges in January reporting. They confirmed they would ask for guidance about whether CPI would be more appropriate for the next increase.

Another Member requested that the Epping Forest Verderers be engaged in the future if there was local refusal to pay the increased fees that could result in enforcement action being taken or access removed. Officers confirmed that they would liaise with the Epping Forest Verderers as appropriate if there were instances where wayleaves may be stopped due to non-payments.

A Member queried what the administrative cost was to collect the wayleave fees. Officers assured the Member that the administration fees were built into all wayleave license applications to cover such costs, and letters were only sent electronically.

A Member noted that the 10-year delay in increasing the fees was regrettable and expressed hope that the process to increase the fees was automated and done more frequently in the future. Officers explained that the wayleave fees were collected by direct debit which were set up through the Chamberlain's department. They noted that the fees increase would generate enough income to cover administrative costs, and that the focus of the wayleaves was to ensure the Forest is protected.

RESOLVED – That, Members approved the increase wayleave fee for all domestic properties and agricultural accesses in line with Retail Price Index from April 2015 to April 2025.

17. PURCHASING OF GROUNDS MAINTENANCE MACHINERY CHINGFORD GOLF COURSE

The Committee considered a report of the Executive Director, Environment which sought to update Members on the purchase for grounds maintenance machinery at Chingford Golf Course and proposed the purchase of an ex-demo 250E tees mower from John Deere.

A Member asked whether there was a programme for other machinery that would need to be replaced in the future. Officer responded that the depreciation of machinery and forward planning was an ongoing piece of work across the estate that would be picked up in detail through the charity review and grant settlement. In response to questions about procurement, Officers noted that they were required to complete a business plan for the transport oversight group before they spent money on vehicles and machinery.

The Member also asked whether John Deere was the supplier for all machinery at Epping Forest. Officers explained that they preferred to use local suppliers for machinery as it was faster to source necessary repairs and parts. They noted that John Deere was one of the suppliers within the locality. In response to a further query, they noted that they had considered leasing compared to buying to ensure best value. However, in this case there was the opportunity to purchase an ex-showroom model which proved the best value option. The Member also

queried whether the Golf Club would have the capability to maintain the mower in-house. Officers responded that there was an in-house machinery workshop at the Golf Course, and only a significant repair would require the mower to go back to the supplier.

Another Member cautioned that they did not want to over scrutinise the purchase as they required good equipment. They suggested that they would like to see a wider review to consider whether there needs to be more or better equipment to continue to perform services in the long term.

RESOLVED – That, Members approved the purchase of an ex-demo John Deere 2750E Tees mower at a cost of £21,000 from the Golf Course Machinery Renewal Fund.

18. ROOKERY WOOD RESERVOIR REMEDIAL WORKS

The Committee considered a Gateway 2: Project Proposal report which sought Member approval for a budget of £122,000 to reach the next Gateway.

Officers from the Environment Department expressed their support for the report but recommended that, at future gateways, consideration be given to including an option for the appointed contractor to investigate decommissioning the dam. They noted that this would ensure Members were fully informed of all available options. A Member commented that the project had been delayed for a long time, and they were eager to support the inclusion of this option to progress the project.

Another Member noted their support for including the additional option, noting that it was complementary land, a heritage landscape and part of the carbon sequestration project. They added that including the option to decommission the dam would allow the committee to consider the full range of opportunities available for the land. Members acknowledged that while they were supportive of the project, they believed the landscape issues needed to be considered as a vital part of it.

A Member queried whether the additional option would alter the projected cost figures. Officers responded that the cost of this option was likely to remain within the top range of the budget envelope, however the figures in the report were only estimates.

Officers explained that while the scope of the proposed project focussed on dam safety, they would be cognisant of potential mitigation or landscape improvement projects and would ensure the work would not be detrimental to such proposals. They noted that decommissioning the dam to ensure it would not be reformed naturally would require a large excavation that would have a significant impact on the earthworks.

Officers sought to assure Members that they would consider the landscape as a whole and ensure the final solution would deliver as many of the strategic priorities that were possible. Officers confirmed that any supplementary

proposals would be presented to the Committee in due course as part of the full assessment.

RESOLVED – That, Members:

- Approved budget of £122,000 for Gateway 2 to reach the next Gateway.
- Noted the total estimated cost of the project at £2,500,000 (excluding risk).

19. NATURAL ENVIRONMENT CHARITY REVIEW - CHARITY ASSETS UPDATE FOR THE EPPING FOREST CHARITY

The Committee received a report of the Director of Natural Environment which summarised the processes used to audit the land assets held by the City Corporation as Conservators of Epping Forest and trustee of the Epping Forest Charity.

In response to a question from a Member, Officers noted that in relation to the sites listed as complementary land in the appendix of the report, these were acquired by the City of London Corporation for use in relation to their protection or other support of Epping Forest. Decisions taken on the management of these sites must take into account the principles articulated in the buffer land policy as adopted in 1993, the Buffer Land Action Plan adopted in 1998, as well as particular site-specific considerations as appropriate. The Member noted that in relation to the legal implications section of the report, they had asked that these considerations and expectations with regard to the management of complementary land were identified.

RESOLVED – That, Members:

- Noted the audit process undertaken for the charity land assets of the Epping Forest charity and the steps to maintain the Asset Register.
- Noted the charity land assets of the Epping Forest charity included in the Appendix to the report.

20. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE
No questions were raised in public session.

21. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

Regarding the recent fire at Wanstead Flats, the Chair commended the operational team for their excellent fire preparedness and response. They encouraged both Members and the public to continue raising awareness about the importance of exercising caution in the area. The Chair also emphasised the vital role the public can play in preventing future fires, particularly by ensuring litter was taken home.

22. EXCLUSION OF THE PUBLIC

RESOLVED – That, 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.

23. **NON-PUBLIC MINUTES**

RESOLVED – That, Members approved the non-public minutes of the meeting held on 29 May 2025 as an accurate record of proceedings.

24. **CITY CORPORATION GOVERNANCE OF THE NATURAL ENVIRONMENT CHARITIES – UPDATE ON PLANNED CHANGES**

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

25. **COMPLEMENTARY LAND POLICY AND ASSETS APPRAISAL**

The Committee received a verbal update from Officers of the Environment Department.

Burnham Beeches & The Commons

26. **UPDATES ON BURNHAM BEECHES & THE COMMONS**

The Committee received a verbal update from Officers of the Environment Department.

Epping Forest

27. **EPPING FOREST DEER MANAGEMENT UPDATE FOR 2024/25 SEASON AND 2025/26 ANNUAL DEER MANAGEMENT PLAN PROPOSALS REPORT**

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

28. **APPOINTMENT OF OFFICERS BY THE RANGER**

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

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

One question was discussed in non-public session.

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

There was one item of any other business raised in non-public session.

The meeting ended at 12.32pm.

Chairman

Contact Officer: Zoe Williams

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City of London Corporation Committee Report

Committee: Epping Forest and Commons Committee	Dated: 27/11/2025
Subject: Burnham Beeches and The Commons Risk Management	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Corporate Plan Outcomes: Diverse engaged communities Vibrant thriving destination Providing excellent services Flourishing public spaces Leading sustainable environment Business enabling functions: Risk Management
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Joanne Hill, Environment Department

Summary

This report provides the Epping Forest and Commons 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. Risks are reviewed regularly within the Department as part of the ongoing management of the operations.

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

The risk register of each charity is summarised in the main body of this report and provided in full at Appendices 1-4.

Recommendation

Burnham Beeches and The Commons risk management: Members are asked to confirm, on behalf of the City Corporation as trustee, that the register appended to this report satisfactorily sets out the key risks to the charities and that appropriate systems are in place to identify and mitigate risk.

Main Report

Background

Corporate Risk Management Process

1. The City of London's Risk Management Framework incorporates the Risk Management Policy; the Risk Management Strategy 2024-29; and Risk Management Guidance and Training.
2. The Risk Management Policy outlines the City Corporation's overarching approach and requirements in risk management.
3. The Risk Management Strategy 2024-2029 articulates the City of London Corporation's approach to identifying, mitigating, and managing risk. It ensures that the City Corporation upholds duties, delivers priorities, and supports and aligns with organisational ambitions including our Corporate Plan 2024-2029 strategic outcomes enabling delivery, continuous improvement and innovation.
4. Risks and mitigating actions are regularly reviewed by risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 5.
5. New and emerging risks are identified through several channels, including:
 - Directly by Senior Leadership Teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services. For example, changes to legislation, resource availability, severe weather events.

Risk governance and reporting

6. For each natural environment charity, the responsible Management Committee retains oversight of risk, with officers under their relevant delegated authority in the operational management of the charity having day-to-day responsibility for managing and controlling risk.

7. 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.
8. The City of London's Risk Management Framework requires each Chief Officer to report regularly to Committees on the risks faced by their department.
9. Your Committee, on behalf of the City Corporation as Trustee, reviews the risks faced by the four Commons charities on a quarterly basis to gain assurance that risks are being identified and managed effectively. This reporting frequency aligns with the City of London's Risk Management Framework and exceeds the requirements of the Charity Commission.
10. Detailed risk registers are presented every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception.
11. New risk management reporting appendices have recently been developed for use across all City of London departments as part of the *Informed Decision Making* objective of the Risk Management Strategy 2024-2029. These appendices are intended to help promote consistency and accuracy in risk management reporting to support strategic decision-making. Members will note that the risk register appended to this report takes this new format.

Current Position

12. The Executive Director Environment assures your Committee that all risks held by the four Commons charities continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
13. Since the date of the last report to your Committee, all risks have been reviewed by the Head Rangers and their management teams and updated in the risk management information system.
14. The detailed risk registers (Appendices 1-4) include explanations of changes to risk scores, target dates, and progress of mitigating actions. All risks are also listed below with their current score, direction of travel and notes summarising significant recent updates, where applicable.

A. Ashtead Common *(see also Appendix 1)*

- **ENV-NE-AC 005: Negative impacts of pests and diseases**
Current risk score: AMBER 12, constant
- **ENV-NE-AC 004: Negative impacts of development and encroachment**
Current risk score: AMBER 8, constant

- **ENV-NE-AC 006: Adverse impacts of extreme weather and climate change**
Current risk score: AMBER 6, constant
- **ENV-NE-AC 008: Water pollution**
Current risk score: AMBER 6, constant
- **ENV-NE-AC 009: Decline in condition of assets**
Current risk score: AMBER 6, constant
- **ENV-NE-AC 001: Budget pressures**
Current risk score: GREEN 4, constant

B. Burnham Beeches and Stoke Common (see also Appendix 2)

- **ENV-NE-BBSC 002: Negative impacts of visitor pressure**
Current risk score: RED 16, constant
- **ENV-NE-BBSC 004: Negative impacts of development and encroachment**
Current risk score: AMBER 12, constant
- **ENV-NE-BBSC 005: Negative impacts of pests and diseases**
Current risk score: AMBER 12, constant
- **ENV-NE-BBSC 006: Adverse impacts of extreme weather and climate change**
Current risk score: AMBER 12, constant
- **ENV-NE-BBSC 009: Decline in condition of assets**
Current risk score: AMBER 12, decreasing
- **ENV-NE-BBSC 008: Pollution**
Current risk score: AMBER 8, constant

C. Coulsdon and Other Commons (see also Appendix 3)

- **ENV-NE-COC 002: Negative impacts of visitor pressure**
Current risk score: AMBER 12, constant
- **ENV-NE-COC 004: Negative impacts of development and encroachment**
Current risk score: AMBER 8, constant
- **ENV-NE-COC 005: Negative impacts of pests and diseases**
Current risk score: AMBER 8, constant
- **ENV-NE-COC 008: Pollution**
Current risk score: AMBER 8, constant
- **ENV-NE-COC 009: Decline in condition of assets**
Current risk score: AMBER 8, decreasing
Following the resolution of some long-standing key issues, the likelihood of this risk occurring has reduced, taking the risk from a score of 16 (likely/major) to Amber 8 (unlikely/major). Concerns about the general situation remain and officers continue to liaise with colleagues in the City Surveyor's Department with the aim of reducing the risk further.
- **ENV-NE-COC 010: Tree event or failure**
Current risk score: AMBER 8: New risk

This new risk has been added to the register due to the large numbers of older, more vulnerable trees throughout Coulsdon Commons which require regular inspection and works to prevent failure. The risk is exacerbated by a rise in tree disease and the impact of climate change. The risk is actively managed with regular inspections of trees, prioritisation of works, and social media messaging during extreme weather conditions.

- **ENV-NE-COC 001: Budget pressures**
Current risk score: AMBER 6, constant
- **ENV-NE-COC 006: Adverse impacts of extreme weather and climate change**
Current risk score: AMBER 6, constant

D. West Wickham and Spring Park (see also Appendix 4)

- **ENV-NE-WWSP 002: Negative impacts of visitor pressure**
Current risk score: AMBER 12, constant
- **ENV-NE-WWSP 010: Tree event or failure**
Current risk score: AMBER 8: New risk
This new risk has been added to the register due to the large numbers of older, more vulnerable trees throughout West Wickham Commons and Spring Park which require regular inspection and works to prevent failure. The risk is exacerbated by a rise in tree disease and the impact of climate change. The risk is actively managed with regular inspections of trees, prioritisation of works, and social media messaging during extreme weather conditions.
- **ENV-NE-WWSP 004: Negative impacts of development and encroachment**
Current risk score: AMBER 8, constant
- **ENV-NE-WWSP 005: Negative impacts of pests and diseases**
Current risk score: AMBER 8, constant
- **ENV-NE-WWSP 009: Decline in condition of assets**
Current risk score: AMBER 8, decreasing
Following the resolution of some long-standing key issues, the likelihood of this risk occurring has reduced, taking the risk from a score of 16 (likely/major) to Amber 8 (unlikely/major). Concerns about the general situation remain and officers continue to liaise with colleagues in the City Surveyor's Department with the aim of reducing the risk further.
- **ENV-NE-WWSP 001: Budget pressures**
Current risk score: AMBER 6, constant
- **ENV-NE-WWSP 006: Adverse impacts of extreme weather and climate change**
Current risk score: AMBER 6, constant

Corporate and Strategic Implications

15. 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.
16. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan 2024-29, our Departmental high-level Business Plan, charity business plans, the Natural Environment Division's core strategies, and relevant corporate strategies, including, but not limited to, the Climate Action; Cultural; Sport; and Volunteering Strategies.
17. 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

18. 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 – Ashted Common Risk Register
- Appendix 2 – Burnham Beeches and Stoke Common Risk Register
- Appendix 3 – Coulsdon and Other Commons Risk Register
- Appendix 4 – West Wickham and Spring Park Risk Register
- Appendix 5 – City of London Corporation Risk Matrix

Contact

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Joanne.Hill@cityoflondon.gov.uk

ENV NE - Ashtead Common Risk Register

Generated on: 24 October 2025



Rows are sorted by Risk Score

Risk Code	ENV-NE-AC 005	Risk Title	<i>Negative impacts of pests and diseases</i>
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Page 5	Description	Cause: 'Natural' spread of pests and diseases from neighbouring areas e.g. ticks and Lyme Disease and Oak Processionary Moth (OPM).	
		Event: Individuals are affected by Lyme Disease or suffer allergic reaction to OPM.	
		Effect: Staff and other individuals suffer severe long-term health effects; service capability disrupted; damage to corporate reputation.	

Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	15-Jun-2022

Appendix 1

Latest Note	Lyme disease remains a known hazard which can result in long-term health effects. Therefore, the current score remains the same and the target date has been extended.	23-Sep-2025
	An action plan is in place for Lyme Disease, including adjustments to staff work schedules to reduce the risk of exposure. Tick/Lyme Disease information cards have been produced for volunteers, contractors and visitors to Ashtead Common. We aim to reduce the impact of the risk by raising awareness, encouraging people to recognise tick bites and seek treatment quickly to prevent Lyme Disease.	
	OPM is endemic and widespread at Ashtead Common but appears to be subject to natural controls which have suppressed numbers.	

Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Andy Thwaites

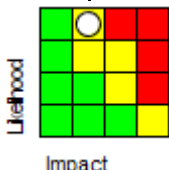
Associated Actions

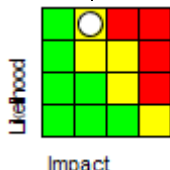
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-AC 005f Risk review	Keep risk under regular review.	The tick and Lyme Disease situation is kept under review and further measures will be implemented as and when they become necessary.	23-Sep-2025	Andy Thwaites	31-Dec-2025
ENV-NE-AC 005g	Risk based approach to ticks and Lyme Disease	Staff are made aware of the risk. Information cards are available for volunteers, contractors and visitors. Safety talks are given to volunteers who carry a card to present to medical professionals if needed. Warnings are given to people running activities on the Common.	23-Sep-2025	Andy Thwaites	31-Mar-2026

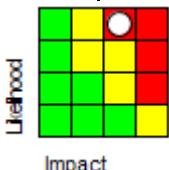
Risk Code	ENV-NE-AC 004
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Risk Title	<i>Negative impacts of development and encroachment</i>
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Description	<p>Cause: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities and inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research.</p> <p>Event: Increase in housing or other developments on land affecting Ashted Common.</p> <p>Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increase in traffic on local road network.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	15-Jun-2022

Latest Note	<p>A planning application has been approved by Mole Valley District Council for a battery energy storage system next to the Epsom and Ashted Commons SSSI, despite the City's objections to the proposal.</p> <p>Epsom and Ewell Council has submitted a Local Plan that makes provision for nearly 5,000 new dwellings in the borough, of which 1,580 will be within walking distance of Ashted Common. Representation to Epsom and Ewell has been made to highlight the impact this will have on the Common, particularly in relation to additional recreational pressure.</p>	23-Sep-2025
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	<p>In view of the developments in the surrounding areas, the risk score remains 8 (likely / serious) and is accepted at this level. There are no actions we can take to reduce the risk any further at present, but the situation will continue to be monitored.</p> <p>The target date shown is the date of the next risk review.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Andy Thwaites

Associated Actions

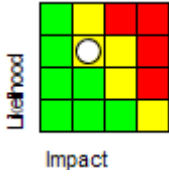
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-AC 004c Ongoing review	Keep situation under regular review.	This situation is kept under regular review.	23-Sep-2025	Andy Thwaites	31-Dec-2025

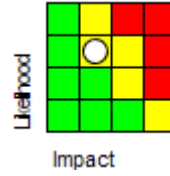
Appendix 1

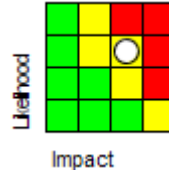
Risk Code	ENV-NE-AC 006
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Risk Title	<i>Adverse impacts of extreme weather and climate change</i>
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Description	<p>Causes: Climate change causes severe wind, drought or floods to occur more frequently.</p> <p>Event: More frequent and severe storms or fires at Ashted Common.</p> <p>Effect: Injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species; service capability disrupted; temporary site closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	15-Jun-2022

Latest Note	<p>Fire is a significant risk to Ashted Common. Although a number of measures are taken to manage the impact of this risk, we are unable to reduce the likelihood of it occurring.</p> <p>The target date shown is the date of the next review.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Andy Thwaites

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-AC 006a Fire management	Review and update Fire Management Plan bi-annually. Habitat fire management and monitoring policies and plans are in place and link to staff training and local emergency services.	The updated Major Emergency Plan was shared with Surrey Fire and Rescue in August 2025.	23-Sep-2025	Andy Thwaites	31-Dec-2025
ENV-NE-AC 006b Storms	Storm monitoring & management and closure policies are in place and are linked to high staff awareness and training	Officers continue to monitor and respond to warnings of extreme weather.	23-Sep-2025	Andy Thwaites	31-Dec-2025
ENV-NE-AC 006c Climate Change	Understand the potential impacts of climate change on Ashted Common. Engage in climate change research and debate.	Officers continue to explore ways to maintain and improve the Reserve's resilience to climate change.	23-Sep-2025	Andy Thwaites	31-Dec-2025

Appendix 1

Risk Code	ENV-NE-AC 008
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Risk Title	<i>Water pollution</i>
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Description	<p>Cause: Pollution of the Rye Brook.</p> <p>Event: Polluted water poured into road drain; misconnection into the surface water system from other utilities.</p> <p>Effect: Toxins and/or biohazards introduced into the watercourse threatening the health of people and animals; damage/loss of rare/fragile habitats and species; adverse local media coverage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Target Date	30-Sep-2031

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	27-May-2022

Latest Note	<p>A technical design for a wetland filtration system has been produced. If implemented, this system will intercept polluted water from a surface water outfall before it enters the Rye, thereby improving water quality for at least a 1km stretch of the brook. However, there is no clear funding source available for this project.</p> <p>The Rye Brook is regularly monitored, including kick sampling and measurement of phosphate levels.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Andy Thwaites

Associated Actions

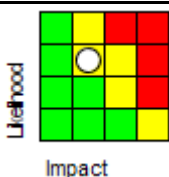
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-AC 008b Data gathering exercise	Gather baseline data to determine whether a reedbed filtration system would be beneficial.	A remote monitoring device has been installed. This long-term monitoring will determine if the apparent improvements in water quality seen in summer 2022 are genuine and sustained. The due date shown is the date this action will next be reviewed.	23-Sep-2025	Andy Thwaites	31-Dec-2025
ENV-NE-AC 008c	Wetland Filtration Scheme	Ashtead Commons' Wetland Filtration Scheme is being associated with work that Surrey Wildlife Trust is undertaking and seeking funding for – the Trust's proposal is being consulted on at Ashtead Common in October.	23-Sep-2025	Andy Thwaites	31-Dec-2025

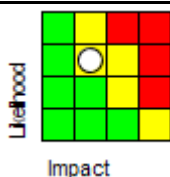
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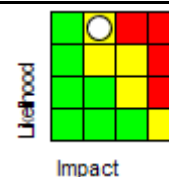
Risk Code	ENV-NE-AC 009
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Risk Title	<i>Decline in condition of assets</i>
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Description	<p>Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme.</p> <p>Event: Structures, specifically byelaw boards, deteriorate to an unsafe condition.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	21-Jun-2022

Latest Note	<p>Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications. The Chief Officer in occupation is to be closely supported by the City Surveyor's Department and the Environment Department Head of Estates as subject matter experts.</p> <p>Cyclical Works Programme works have commenced, and some long-standing issues and maintenance lapses have been rectified. The risk is accepted at the score of Amber 6 (Serious/Possible) as there is nothing we can currently do to reduce it further. The target date shown is the next review date.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Andy Thwaites

Associated Actions

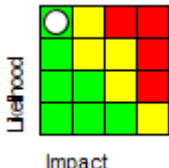
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-AC 009a Regular monitoring	Monitor byelaw boards, report on condition and remove any which become unsound.	New byelaw boards have now replaced the defective signs. All remaining old style byelaw boards, although not defective, are due to be replaced in the next few weeks. Due date extended to cover full replacement.	23-Sep-2025	Andy Thwaites	31-Dec-2025
ENV-NE-AC 009b Alternative funding	Explore alternative funding sources to replace byelaw boards.	New byelaw boards are currently being installed. All defective and missing boards have now been replaced. Due date extended to cover full replacement.	23-Sep-2025	Andy Thwaites	31-Dec-2025
ENV-NE-AC 009c Delivery of Works	City Surveyor's Department to deliver works as agreed and funded either by CWP funds and/or directly by the Environment Department.	<p>The CSD's Operations Group deliver work packages as agreed with the Environment Department, within agreed allocated funds, timelines and specifications. This is delivered either via the Cyclical Works Programme (CWP), capital and/or local risk budget.</p> <p>Regular liaison meetings are held between Environment and CSD to manage the delivery programme, and to ensure any risks / issues / conflicts / etc are escalated and understood by all parties.</p>	23-Sep-2025	Peter Collinson	31-Dec-2025

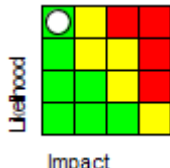
Appendix 1

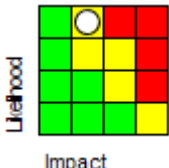
Risk Code	ENV-NE-AC 001
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Risk Title	<i>Budget pressures</i>
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Description	<p>Cause: Potential reductions in budget and income.</p> <p>Event: The City of London reduces its budget for Ashted Common, or external funding is reduced.</p> <p>Effect: Financial failure; failure of key services; loss of staff; failure to maintain habitats on site; reduction in the ability to manage threats; significant reduction in service to users; reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
4	Likely	Minor
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Likely	Minor
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	15-Jun-2022

Latest Note	<p>This risk remains low for Ashted Common.</p> <p>Additional Countryside Stewardship funding has been secured up to 2031. Therefore, the current likelihood of this risk occurring is 'unlikely'.</p> <p>The risk is accepted at its current level. The target date shown is the date of the next review.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Andy Thwaites

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-AC 001a Risk review	Keep risk under regular review.	This risk is kept under regular review.	23-Sep-2025	Andy Thwaites	31-Dec-2025



ENV NE - Burnham Beeches and Stoke Common Risk Register

Generated on: 24 October 2025

Rows are sorted by Risk Score

Risk Code	ENV-NE-BBSC 002	Risk Title	<i>Negative impacts of visitor pressure</i>
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Page 37 Description	Cause: Burnham Beeches was damaged during the COVID-19 pandemic due to higher than usual visitor numbers. Even though numbers have since returned to 'normal' levels, the site is still subject to ongoing degradation.
	Event: Long-term environmental damage, with a particular focus on protected landscapes, especially Burnham Beeches which is a Site of Special Scientific Interest (SSSI) and a Special Area of Conservation (SAC) and not designed for such high visitor numbers.
	Effect: Ecological and environmental damage; negative press coverage; loss of grants related to conservation; increased spend required to maintain the sites/mitigate damage.

Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major

Red	Trend	Constant	Amber	Target Date	31-Mar-2026	Amber	Creation Date	15-Jun-2022
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Latest Note	<p>Visitor numbers have returned to more normal/pre-COVID levels, although the impact of 'normal use' may lead to ongoing site damage and degradation.</p> <p>Seasonal area/path restrictions have now become part of normal business to protect the Special Area of Conservation (SAC) but more work is required in order to reduce the impact of the long-term risk.</p> <p>In addition, a SAMMs Project has been established: A Community Engagement Ranger has been employed to raise awareness of the impact of recreation pressure at Burnham Beeches. A Monitoring Strategy has been prepared, and the first stages were implemented in 2024 to establish baselines for future comparison and allow for the monitoring of the impact of visitors and of mitigation efforts. A framework for sustainable visitor use at Burnham Beeches is being developed. This risk will remain and will need to be managed over the long-term.</p>	13-Oct-2025
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Risk Level	Service	Risk Approach	Reduce
Department	Environment	Risk Owner	Martin Hartup

Associated Actions

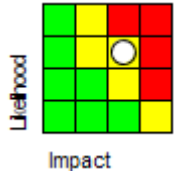
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-BBSC 002b Action Plan	Develop an action plan to reduce the impact of high visitor levels.	A 'Carrying Capacity' study has been carried out, the results of which have been used to produce a 'Sustainable Visitor Access and Mitigation Strategy' to mitigate the impacts of high visitor levels. An action plan based on this strategy has also been developed. The Plan sets out already planned actions as well as future options that will be taken over the next 5 or 10 years should the monitoring	13-Oct-2025	Helen Read	31-Dec-2025

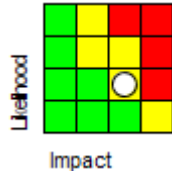
		strategy not show a reduction in the negative impacts of recreation pressure. This action will be kept under regular review.			
ENV-NE-BBSC 002c Mitigation Measures	Deliver action to monitor the impact of recreation and effect of mitigation measures.	A Monitoring Strategy has been prepared and the first stages implemented in 2024 to establish baselines for future comparison and allow for the monitoring of the impact of visitors and impact of mitigation efforts. This will improve the information for 5 yearly SAMMs reviews, the next of which is due in December 2025.	23-Sep-2025	Martin Hartup	31-Jan-2026

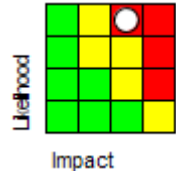
Risk Code	ENV-NE-BBSC 004
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Risk Title	<i>Negative impacts of development and encroachment</i>
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Description	<p>Cause: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities and inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research.</p> <p>Event: Large housing or other developments on land affecting Burnham Beeches and Stoke Common.</p> <p>Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and impact on habitat quality; increased air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increase in traffic on local road network causing pollution and erosion.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	15-Jun-2022

Latest Note	<p>Ongoing - Local Plans continue to be developed and are scrutinised and commented on when required. Staffing capacity is currently insufficient to manage the volume of work associated with this.</p> <p>The Draft Buckinghamshire Council Local Plan was issued in September and Burnham Beeches will be responding to the consultation. The Plan has established clear policies to protect the SAC at Burnham Beeches with an agreed mitigation strategy and funding mechanism for its delivery.</p> <p>The Slough Borough Council Local Plan is still very much a work in progress but, again, some mitigation has</p>	23-Sep-2025
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Appendix 2

	already been agreed for specific development and funding identified to help protect Burnham Beeches from the impacts of increased development. However, officers have some doubts that aspects of the agreed mitigation will be sufficient to protect Burnham Beeches and therefore further active engagement will be needed.	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Martin Hartup

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE- BSC 004a Local Authorities/Co untries Local Plans and Core Strategies	Inclusion in core strategy planning documents or equivalent. Close partnership working with local planning authorities. Active monitoring of planning applications with responses as appropriate.	Monitoring activity continues. Mitigation strategy with Buckinghamshire Council completed and projects within it are underway. Plan/Mitigation Strategy is still a work in progress with Slough Borough Council. Officers made comments on the proposed Farnham Common Neighbourhood Plan and responded to the formal consultation. This has now been completed Officers are maintaining contact with local authorities and Natural England but further engagement will be required to ensure mitigation for Slough developments is effective and that the needs of the SAC are taken into account in the revised Buckinghamshire Local Plan.	23-Sep-2025	Helen Read	31-Dec-2025

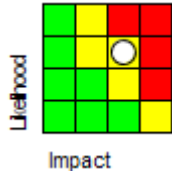
Appendix 2

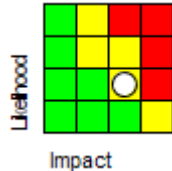
<p>ENV-NE-BBSC 004b</p> <p>Monitoring of impacts</p>	<p>Active monitoring of air pollution and environmental impacts where possible. Undertake research where appropriate and where resources allow.</p>	<p>A section 106 funded project on air quality work resulted in the production of a Site Nitrogen Action Plan (SNAP) in conjunction with Natural England and the Centre for Ecology and Hydrology.</p> <p>Other monitoring and mitigation projects are identified and carried out where possible.</p> <p>Officers respond to planning applications regarding air quality issues.</p> <p>£10,000 has been secured from Scottish & Southern Electricity, some of which will be used for a further project on lichens and air quality.</p>	<p>23-Sep-2025</p>	<p>Helen Read</p>	<p>31-Dec-2025</p>
<p>ENV-NE-BBSC 004e</p> <p>Monitor success</p>	<p>Monitor the success of the funded Ranger posts.</p>	<p>Establish monitoring programmes to measure the success of the two funded Ranger posts to deliver s106 and SAMMS commitments. This will involve annual SAMMS 106 reports to the relevant parts of Buckinghamshire Council and Slough Borough Council on how the funds have been spent, and the EF&CC will be kept updated throughout the year. The 2025 report will be produced by the end of April 2026.</p>	<p>23-Sep-2025</p>	<p>Martin Hartup</p>	<p>30-Apr-2026</p>

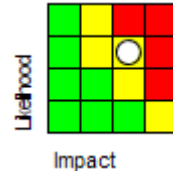
Risk Code	ENV-NE-BBSC 005
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Risk Title	<i>Negative impacts of pests and diseases</i>
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Description	<p>Cause: Inadequate biosecurity, purchase or transfer of infected plants, soil and animals. 'Natural' spread of pests and diseases e.g. Oak Processionary Moth/Ash Dieback, and lack of funding to deliver requirements of the OPM survey and nest removal.</p> <p>Event: OPM spreads further throughout sites. Additional Ash Dieback survey and tree works become necessary.</p> <p>Effect: Health and safety risk to staff and visitors: individuals suffer an allergic reaction to OPM. Increased costs for survey and tree works and reactive maintenance. Potential consequences of non-compliance with legal requirements. Reputational damage. Temporary site/area closures.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	15-Jun-2022

Latest Note	<p>OPM is now well established at Stoke Common and is still spreading there. OPM has also been discovered in trees at Burnham Beeches. This is now managed on a health and safety basis rather than Plant Health Notice. Funding to manage OPM is no longer provided.</p> <p>Ash Dieback is present at Burnham Beeches. Tree safety costs are likely to rise.</p> <p>We have set a target to reduce the risk from a score of 12 (possible likelihood / major impact) to 8 (unlikely / major) but this is dependent upon additional funding becoming available. We will continue to undertake all reasonable actions to keep the situation under control as far as we are able.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Martin Hartup

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-BBSC 005a Staff training	Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/prevention.	Ongoing action. Training needs are reviewed annually as part of Performance Development Reviews and in line with the Tree Safety Policy. Training needs are also proactively reviewed at six-monthly local Health and Safety meetings.	23-Sep-2025	Martin Hartup	31-Dec-2025
ENV-NE-BBSC 005b Inspections	Annual tree inspections undertaken by qualified personnel.	Inspections continue on a scheduled basis or as the need arises and are subject to annual review of tree safety maps/training needs which are checked in July each year. This is an ongoing action with reviews completed in July 2025 as scheduled, and tree inspection and remedial works are all in progress, in accordance with the 2025/26 plan.	23-Sep-2025	Martin Hartup	31-Dec-2025
ENV-NE-BBSC 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Ongoing biosecurity actions and implementation of biosecurity policy. This is an ongoing action – the due date shown is the date the action will next be reviewed.	23-Sep-2025	Martin Hartup	31-Dec-2025
ENV-NE-BBSC 005e Tree Safety Policy	Review The Departmental Tree Safety Policy the local site policy.	The Departmental Tree Safety Policy is under review and should be complete by the end of December 2025. Burnham Beeches and Stoke Common local	23-Sep-2025	Martin Hartup	31-Dec-2025

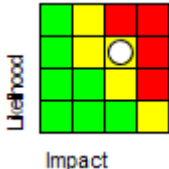
Appendix 2

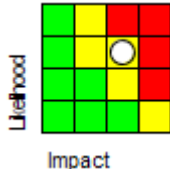
		site policy is reviewed annually, most recently in July 2025.			
ENV-NE-BBSC 005f OPM at Stoke Common	Actions for the management of OPM at Burnham Beeches and Stoke Common.	OPM Management Plan for 2025 was produced for both sites and was implemented.	23-Sep-2025	Martin Hartup	31-Mar-2026

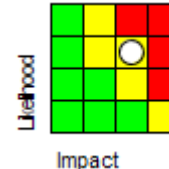
Risk Code	ENV-NE-BBSC 006
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Risk Title	<i>Adverse impacts of extreme weather and climate change</i>
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Description	<p>Cause: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced.</p> <p>Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency).</p> <p>Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	15-Jun-2022

Latest Note	<p>Work on site continues to mitigate the impact of extreme weather events and this is monitored on an ongoing basis. We accept the current level of risk.</p> <p>The Target Date shown is the date of the next review.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Martin Hartup

Associated Actions

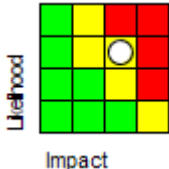
Appendix 2

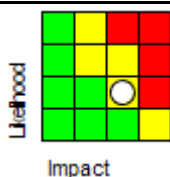
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-BBSC 006a Fire management	Review and update plan annually. Habitat fire management and monitoring policies and plans are in place and link to staff training and local emergency services.	New Burnham Beeches site maps are currently under construction in collaboration with local fire services. An emergency plan for Stoke Common, agreed with Buckinghamshire Fire and Rescue, is in place and subject to annual review and fire drills. There is now one being developed for Berkshire Fire and Rescue. All relevant staff undertook Fire Action Training in May 2025.	23-Sep-2025	Martin Hartup	31-Dec-2025
ENV-NE-BBSC 006b Storms	Storm monitoring & management and closure policies are in place across the sites and are linked to high staff awareness and training.	The site continues to monitor and respond to warnings of extreme weather. There has been one single day closure in the last quarter.	23-Sep-2025	Martin Hartup	31-Dec-2025

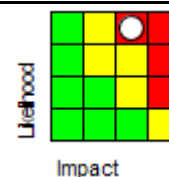
Risk Code	ENV-NE-BBSC 009
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Risk Title	<i>Decline in condition of assets</i>
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Description	<p>Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme.</p> <p>Event: Structures become unsafe or unusable.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31 Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	21-Jun-2022

Latest Note	<p>Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications. The Chief Officer in occupation is to be closely supported by the City Surveyor's Department and the Environment Department Head of Estates as subject matter experts.</p> <p>Recent improvements in reactive repairs work and Planned Preventative Maintenance (PPM) have slowed in the last quarter with slow response times and repeated visits to repair jobs. There is a failure in the quoted work system where jobs get lost and do not proceed to resolution with no performance KPIs.</p>	09-Jul-2025
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Appendix 2

	<p>The original CWP backlog still exists. However, a complete fabric condition survey has been undertaken to help guide priorities. Works are now starting in some locations.</p> <p>Concerns about the general situation continue and are raised at quarterly client liaison meetings with City Surveyor's Department (CSD), and we continue to work with CSD to resolve service delivery issues. The risk has been held at a score of 12 major/possible and the target date extended to reflect the current situation.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Martin Hartup

Associated Actions

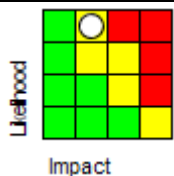
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-BBSC 009b Liaison with City Surveyor's Department	Continual liaison with CSD on overdue PPM checks on key infrastructure.	<p>The Head Ranger and Assistant Director continue to liaise with colleagues in the City Surveyor's Department (CSD) to restore a programme of regular PPM checks on key infrastructure. We are reliant on the CSD Facilities Management Team to achieve this.</p> <p>The due date for this action is the date of the next review.</p>	09-Jul-2025	Martin Hartup	30-Sep-2025
ENV-NE-BBSC 009c Delivery of Works	City Surveyor's Department to deliver works as agreed and funded either by CWP funds and/or directly by the Environment Department.	The CSD's Operations Group deliver work packages as agreed with the Environment Department, within agreed allocated funds, timelines and specifications. This is delivered either via the Cyclical Works Programme (CWP), capital and/or local risk budget.	23-Sep-2025	Peter Collinson	31-Dec-2025


		Regular liaison meetings are held between Environment and CSD to manage the delivery programme, and to ensure any risks / issues / conflicts / etc are escalated and understood by all parties.			
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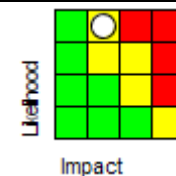
Risk Code	ENV-NE-BBSC 008
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Risk Title	<i>Pollution</i>
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Description	<p>Cause: Continual pollution of Burnham Beeches as a result of inadequate sewerage provision for existing development in the local area, which is managed by Thames Water.</p> <p>Event: Sewage escapes into the watercourse running into Burnham Beeches after heavy rain.</p> <p>Effect: Pollution of the watercourses running into Burnham Beeches and associated degradation of the environment; potential reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	21-Jun-2022

Latest Note	<p>Thames Water is looking at the whole sewer system in Farnham Common with a view to carrying out work to resolve the issue across the area. We are engaging in the process, which so far has largely been fact finding, prior to drawing up detailed proposals. Thames Water stated that they would present detailed proposals by December 2023 - we have not heard from them and await further communications. There has been an interim proposal from Thames Water that is currently being reviewed by officers prior to any major scheme being developed.</p> <p>We are unable to reduce the possibility of the risk occurring but continue to report any issues to the Environment Agency and Thames Water.</p> <p>Thames Water have presented the proposals for remedial work to Ofwat to gain approval for funding and a</p>	23-Sep-2025
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	<p>decision is pending. It is unclear how the financial issues relating to Thames Water will impact on the future of this project.</p> <p>The risk is accepted at its current level. The target date shown is the date of the next review.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Martin Hartup

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
NE-ENV- BBSC 008b Page 52	Continue to monitor the situation with Thames Water	Thames Water will continue to support monitoring activity and committed to propose a solution by December 2023. However, we have not yet heard from them and await communications. The due date shown is the date of the next review.	23-Sep-2025	Helen Read	31-Dec-2025



ENV NE - Coulsdon and Other Commons Risk Register

Generated on: 24 October 2025

Rows are sorted by Risk Score

Risk Code	ENV-NE-COC 002	Risk Title	<i>Negative impacts of visitor pressure</i>
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Page 3 Description	Cause: The sites are more popular than in previous years, linked to people enjoying local natural environments which are free of charge. Increased population and housing in the local area.
	Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest (SSSI) which are not designed for such high visitor numbers.
	Effect: Ecological and environmental damage; reputational damage; loss of grants related to preservation; increased spend required to maintain sites/mitigate damage.

Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	15-Jun-2022

Appendix 3

Latest Note	<p>We are seeing a continual increase in visitor numbers and general population growth which we cannot influence. Therefore, we accept that we cannot reduce the possibility of the risk occurring. However, we continue to encourage people to use the sites responsibly.</p> <p>The target date shown is the date of the next review.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Allan Cameron

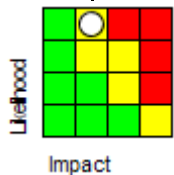
Associated Actions

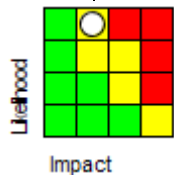
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-COC 2b Monitoring and reporting	Monitoring and reporting.	Officers undertake ongoing monitoring and reporting on environmental issues. Actions to mitigate the risk include putting limits on the number of events and activities permitted – this is written in the Events Policy.	23-Sep-2025	Allan Cameron	31-Dec-2025

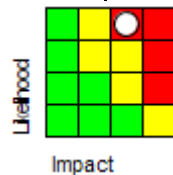
Risk Code	ENV-NE-COC 004
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Risk Title	<i>Negative impacts of development and encroachment</i>
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Description	<p>Cause: Pressure on Planning Authorities to meet housing targets; failure to monitor and challenge housing and other development plans; lack of partnership working with Planning Authorities and inclusion in Local Development Plans; lack of resources to employ specialist support or carry out necessary monitoring/research.</p> <p>Event: Large housing or other developments on land affecting the sites.</p> <p>Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increased traffic on local road network.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	15-Jun-2022

Latest Note	<p>Local plans continue to be developed and are scrutinised and commented on by officers when required. Although the new Conservation Ranger is now in post, there is still insufficient staff resource to manage the volume of work associated with commenting on Local Plans.</p> <p>The risk remains at a score of Amber 8 (Likely / Serious), and we accept we are unable to reduce it further at the current time. The target date shown is the date of the next risk review.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Allan Cameron

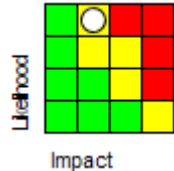
Associated Actions


Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-COC 004d Collaborative working	Seek advice and support from colleagues in the Planning and Development Division.	Investigate options for obtaining support and advice from colleagues in the Environment Department's Planning and Development Division.	23-Sep-2025	Allan Cameron	31-Dec-2025

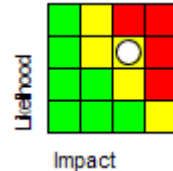
Risk Code	ENV-NE-COC 005
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Risk Title	<i>Negative impacts of pests and diseases</i>
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Description	<p>Cause: Inadequate biosecurity; purchase or transfer of infected plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth (OPM); Ash Dieback; foot and mouth disease; and neospora.</p> <p>Event: Sites become infected by animal, plant or tree diseases.</p> <p>Effect: Service capability disrupted; ineffective use of staff resources; reputational damage; loss of species; temporary site closures and associated access; increased costs for reactive maintenance; threat to existing conservation status of sites, particularly those with woodland habitats.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	15-Jun-2022

Latest Note	<p>Ash Dieback: The cost of future Ash Dieback management is unknown; local risk budgets are not resourced sufficiently to meet costs. Local tree safety inspections deal with immediate risk, but we are unable to predict with any certainty the condition of trees and their likelihood of infection over the next two to three years.</p> <p>The Departmental Tree Safety Policy will be reviewed again by the end of December 2025.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Allan Cameron

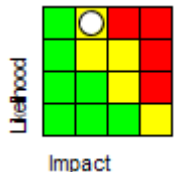
Associated Actions

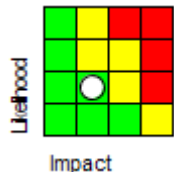
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-COC 005a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing. Training needs are reviewed at regular team meetings and proactively promoted via the Department Health and Safety Group and relevant corporate boards.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 005b Inspections	Annual tree inspections undertaken by qualified personnel.	This is ongoing action. Inspections continue on a scheduled basis or as the need arises.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 005c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	This is an ongoing action.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	This is an ongoing action.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 005e Tree Safety Policy	Review The Departmental Tree Safety Policy tri-annually.	The Departmental Tree Safety Policy will be reviewed again by the end of December 2025.	23-Sep-2025	Allan Cameron	31-Dec-2025


Risk Code	ENV-NE-COC 008
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Risk Title	<i>Pollution</i>
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Description	<p>Cause: Continual pollution of Coulsdon Common through defective drainage infrastructure owned by Surrey County Council and managed by Thames Water.</p> <p>Event: High rainfall leads to prolonged periods of pollution from two soakaways located on Stites Hill Road. Contamination of site with sanitary toxic and foul waste.</p> <p>Effect: Health and safety implications for visitors; reduction in quality of land within a National Nature Reserve (NNR); reputational damage and potential legal liability for the CoL.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	22-Jun-2022

Latest Note	<p>The Head Ranger attends meetings of the local multi-agency Flood Action Group where this is a standing agenda item.</p> <p>Thames Water has now accepted responsibility and liability for the drainage structures and the resulting pollution of the site. They committed to develop an action plan to resolve the problem by December 2024 but, despite meetings with Thames Water, the issue has still not been resolved. We will continue to have discussions on this to encourage a solution.</p> <p>We continue to report any issues to the Environment Agency and Thames Water.</p>	23-Sep-2025
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Appendix 3

	The target date has been extended to 31 December 2026 with the hope that Thames Water will put an action plan in place by that date.	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Allan Cameron

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-COC 008a Flood Action Group	Attend meetings of the local Flood Action Group.	The Head Ranger represents the CoL at meetings of the local Flood Action Group which are held periodically (every 2-3 months).	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 008c Thames Water action plan	Monitor progress of Thames Water action plan.	<p>Thames Water has now accepted responsibility and liability for the drainage structures and the resulting pollution of the site. They committed to develop an action plan to resolve the problem by December 2024 but have not yet done so. Officers have met with Thames Water but have been unable to resolve the issue. We will continue to have discussions on this to encourage a resolution. The due date of this action has been extended to the end of December 2025 as the original target for an action plan has been missed.</p> <p>On 20 February 2025, officers met with Thames Water and the Flood Action Group (FLAG) regarding Thames Water's proposed scheme to reduce flooding on Stites Hill Road.</p>	23-Sep-2025	Allan Cameron	31-Dec-2026

		<p>Their proposal would mean the City “accepts” additional (contaminated) storm water on Coulsdon Common. The City of London is unable to accept this proposal. Thames Water’s focus needs to be on resolving the issue of foul water entering the drainage system and polluting the Common during high rainfall events.</p>			
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Risk Code	ENV-NE-COC 009
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Risk Title	<i>Decline in condition of assets</i>
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Description	<p>Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme.</p> <p>Event: Structures deteriorate to an unsafe condition.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Decreasing

Target Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	22-Jun-2022

Latest Note	<p>Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications. The Chief Officer in occupation is to be closely supported by the City Surveyor's Department and the Environment Department Head of Estates as subject matter experts.</p> <p>Some long-standing key issues have recently been resolved (i.e. replacing byelaw boards; and repairing cattle grids) resulting in the risk score being reduced from Red 16 (Likely/Major) to Amber 8 (Unlikely/Major). However, concerns about the general situation are raised at monthly client liaison meetings with CSD with the aim of</p>	23-Sep-2025
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Appendix 3

	reducing the risk further over time.	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Allan Cameron

Associated Actions

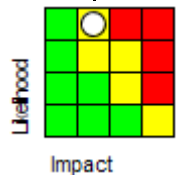
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-COC 009a Monitoring	Monthly site infrastructure checks.	Continual monitoring of external infrastructure is undertaken.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 009b Monthly premises controller checks	Monthly premises controller checks.	Monthly inspections of built assets are carried out and defects are reported to CSD. This is an ongoing action.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 009c Annual inspections of lodges	Annual inspections of lodges.	Due to insufficient resourced in CSD, local staff undertake these inspections and report defects to CSD. This is an ongoing action.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 009d Delivery of Works	City Surveyor's Department to deliver works as agreed and funded either by CWP funds and/or directly by the Environment Department.	The CSD's Operations Group deliver work packages as agreed with the Environment Department, within agreed allocated funds, timelines and specifications. This is delivered either via the Cyclical Works Programme (CWP), capital and/or local risk budget. Regular liaison meetings are held between Environment and CSD to manage the delivery	23-Sep-2025	Peter Collinson	31-Dec-2025


		programme, and to ensure any risks / issues / conflicts / etc are escalated and understood by all parties.			
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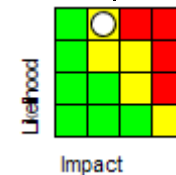
Risk Code	ENV-NE-COC 010
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Risk Title	<i>Tree event or failure</i>
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Description	<p>Cause: Large numbers of older, more vulnerable trees throughout Coulsdon Commons which require regular inspection and works to prevent failure. A rise in tree disease combined with extreme weather conditions due to climate change exacerbate the risk. Staff shortages have resulted in insufficient staff resources to complete necessary works.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	14-Oct-2025

Latest Note	<p>This new risk has been added to the register due to the large numbers of older, more vulnerable trees throughout Coulsdon Commons which require regular inspection and works to prevent failure. The risk is exacerbated by a rise in tree disease and the impact of climate change.</p> <p>The risk is actively managed with regular inspections of trees as well as following the Severe Weather Protocol which is implemented in the event of large storms/high winds.</p>	14-Oct-2025
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Appendix 3

Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Allan Cameron

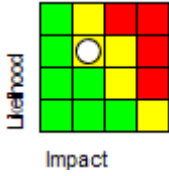
Associated Actions

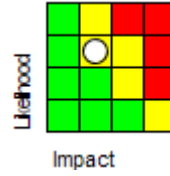
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-COC 010a Carry out tree safety survey and works	Carry out tree safety survey and works	Annual tree surveys have been reviewed and reprioritised and a scheme of works specified to address them. This is an ongoing action which will be kept under close and regular review	14-Oct-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 010b Continue to enforce the Severe Weather Protocol as appropriate and keep it under regular review	Continue to enforce the Severe Weather Protocol as appropriate and keep it under regular review	A Severe Weather Protocol is in place which details planning and response to high wind events. We are unable to close the open spaces during such events, but staff provide onsite information and post messages on social media. Following storm events, staff undertake surveys of all residential boundaries and high-risk routes within 48 hours. This is an ongoing action which will be kept under regular review. The 'Due Date' shown is the date of the next review.	14-Oct-2025	Allan Cameron	31-Dec-2025

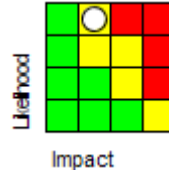
Risk Code	ENV-NE-COC 001
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Risk Title	<i>Budget pressures</i>
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Description	<p>Cause: Potential reduction or removal of Environmental Stewardship Schemes resulting in gaps in operational budgets. Possible reduction in budget income: reduction of income from car park charging; loss of income from rental properties.</p> <p>Event: Reduced budget and income.</p> <p>Effect: Potential staff reductions and inability to provide key services; financial failure; failure to achieve strategic objectives; significant reduction in service to users; reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	15-Jun-2022

Latest Note	<p>A Countryside Stewardship grant has been secured until 2026 but there is no certainty that the grant will move forward after 2026 and, therefore, this presents a budgeting risk for the charity linked to conservation and tree management.</p> <p>Climate Action Strategy funding is currently due to end in 2027.</p> <p>Two vacant properties have been rented out, one with a long-term tenant until 2027, and the other on a rolling residential annual contract. These help to offset previous budget cuts.</p> <p>Car parking income has continued to reduce year on year resulting in diminishing returns on investments in car</p>	23-Sep-2025
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Appendix 3

	<p>parks (52% of estimated levels).</p> <p>Income generation opportunities are very limited for The Commons.</p> <p>We will review the risk again when the 2026/27 budgets are confirmed. In the meantime, we accept the risk at the current level. The target date shown is the date of the next review.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Allan Cameron

Associated Actions

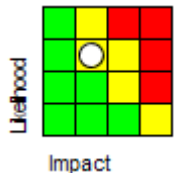
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-COC 201a Risk Review 000000	Regular review and monitoring of income situation.	<p>Income targets are continually monitored and are reported monthly to the Chamberlain's Finance Business Partner.</p> <p>We will review the risk again when the 2026/27 budgets are confirmed. In the meantime, we accept the risk at the current level. The target date shown is the date of the next review.</p>	23-Sep-2025	Allan Cameron	31-Dec-2025

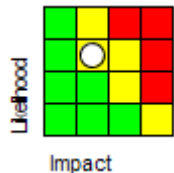
Appendix 3

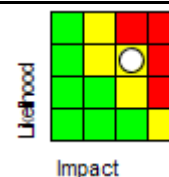
Risk Code	ENV-NE-COC 006
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Risk Title	<i>Adverse impacts of extreme weather and climate change</i>
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Description	<p>Causes: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced.</p> <p>Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency).</p> <p>Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	15-Jun-2022

Latest Note	<p>We are unable to reduce this risk but work on site continues to mitigate the impact of extreme weather events should they happen.</p> <p>The target date shown is the date of the next review.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Allan Cameron

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-COC 006a Fire management	Review and update Fire Management plan bi-annually. Habitat fire management and monitoring policies and plans in place which link to staff training and local emergency services.	Detailed fire maps have been completed and shared with the fire services.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 006b Storms	Storm monitoring and management and closure policies are in place at the site and linked to high staff awareness and training.	The sites continue to monitor and respond to warnings of extreme weather.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-COC 006c Climate change	Understand the potential impacts of climate change on Coulsdon Common. Engage in climate change research and debate.	Officers engage in ongoing research and dialogue.	23-Sep-2025	Allan Cameron	31-Dec-2025

ENV NE - West Wickham and Spring Park Risk Register

Generated on: 24 October 2025



Rows are sorted by Risk Score

Risk Code	ENV-NE-WWSP 002	Risk Title	<i>Negative impacts of visitor pressure</i>
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Page 1 Description	Cause: The sites are more popular than in previous years, linked to people enjoying local natural environments which are free of charge. Increased population and housing in the local area.
	Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest (SSSI) which are not designed for such high visitor numbers.
	Effect: Ecological and environmental damage; reputational damage; loss of grants related to preservation; increased spend required to maintain sites/mitigate damage.

Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	15-Jun-2022

Appendix 4

Latest Note	<p>We are seeing a continual increase in visitor numbers and general population growth which we cannot influence. Therefore, we accept that we cannot reduce the possibility of the risk occurring. However, we continue to encourage people to use the sites responsibly.</p> <p>The target date shown is the date of the next review.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Allan Cameron

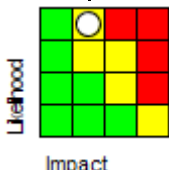
Associated Actions


Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-002b Monitoring and reporting	Monitoring and reporting	Officers undertake ongoing monitoring and reporting on environmental issues. Actions to mitigate the risk include putting limits on the number of events and activities permitted – this is written into the Events Policy.	23-Sep-2025	Allan Cameron	31-Dec-2025

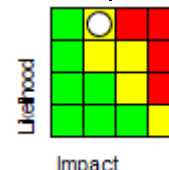
Risk Code	ENV-NE- WWSP 010
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Risk Title	<i>Tree event or failure</i>
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Description	<p>Cause: Large numbers of older, more vulnerable trees throughout West Wickham Commons and Spring Park which require regular inspection and works to prevent failure. A rise in tree disease combined with extreme weather conditions due to climate change exacerbate the risk. Staff shortages have resulted in insufficient staff resources to complete necessary works.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Likely	Minor
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	14-Oct-2025

Latest Note	<p>This new risk has been added to the register due to the large numbers of older, more vulnerable trees throughout West Wickham Commons and Spring Park which require regular inspection and works to prevent failure. The risk is exacerbated by a rise in tree disease and the impact of climate change.</p> <p>This risk is actively managed with regular inspections of trees as well as following the Severe Weather Protocol which is implemented in the event of large storms/high winds.</p>	14-Oct-2025
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Appendix 4

Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Allan Cameron

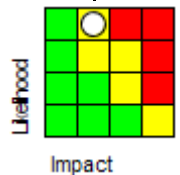
Associated Actions

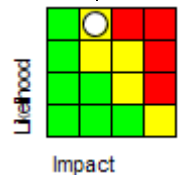
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-WWSP 010a Carry out tree safety survey and works	Carry out tree safety survey and works	Annual tree surveys have been reviewed and reprioritised and a scheme of works specified to address them. This is an ongoing action which will be kept under close and regular review.	14-Oct-2025	Allan Cameron	31-Dec-2025
ENV-NE-WWSP 010b Continue to enforce the Severe Weather Protocol as appropriate and keep it under regular review	Continue to enforce the Severe Weather Protocol as appropriate and keep it under regular review	A Severe Weather Protocol is in place which details planning and response to high wind events. We are unable to close the open spaces during such events, but staff provide onsite information and post messages on social media. Following storm events, staff undertake surveys of all residential boundaries and high-risk routes within 48 hours. This is an ongoing action which will be kept under regular review. The 'Due Date' shown is the date of the next review.	14-Oct-2025	Allan Cameron	31-Dec-2025

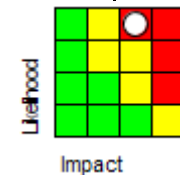
Risk Code	ENV-NE-WWSP 004
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Risk Title	<i>Negative impacts of development and encroachment</i>
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Description	<p>Cause: Pressure on Planning Authorities to meet housing targets; failure to monitor and challenge housing and other development plans; lack of partnership working with Planning Authorities and inclusion in Local Development Plans; lack of resources to employ specialist support or carry out necessary monitoring/research.</p> <p>Event: Large housing or other developments on land affecting the sites.</p> <p>Effect: Increase in visitor numbers and general recreation pressure; potential decline in biodiversity due to disturbance and habitat quality; increase in air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increased traffic on local road network.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	15-Jun-2022

Latest Note	<p>Local plans continue to be developed and are scrutinised and commented on by officers when required. Although the new Conservation Ranger is now in post, there is still insufficient staff resource to manage the volume of work associated with commenting on Local Plans.</p> <p>The risk remains at a score of Amber 8 (Likely / Serious) and we accept we are unable to reduce it further at the current time. The target date shown is the date of the next risk review.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Allan Cameron

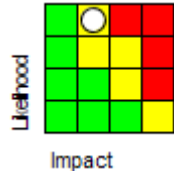
Associated Actions


Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-WWSP 004d Collaborative working	Seek advice and support from colleagues in the Planning and Development Division.	Investigate options for obtaining support and advice from colleagues in the Environment Department's Planning and Development Division.	23-Sep-2025	Allan Cameron	31-Dec-2025

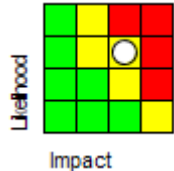
Risk Code	ENV-NE-WWSP 005
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Risk Title	<i>Negative impacts of pests and diseases</i>
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Description	<p>Cause: Inadequate biosecurity; purchase or transfer of infected plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth (OPM); Ash Dieback; foot and mouth disease; and neospora.</p> <p>Event: Sites become infected by animal, plant or tree diseases.</p> <p>Effect: Service capability disrupted; ineffective use of staff resources; reputational damage; loss of species; temporary site closures and associated access; increased costs for reactive maintenance; threat to existing conservation status of sites, particularly those with woodland habitats.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	15-Jun-2022

Latest Note	<p>Ash Dieback: The cost of future Ash Dieback management is unknown; local risk budgets are not resourced sufficiently to meet costs. Local tree safety inspections deal with immediate risk, but we are unable to predict with any certainty the condition of trees and their likelihood of infection over the next two to three years.</p> <p>The Departmental Tree Safety Policy is undergoing review and will be completed by the end of December 2025.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Allan Cameron

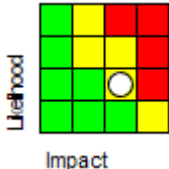
Associated Actions


Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE- WWSP 005a Staff training	Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/prevention.	Ongoing. Training needs are reviewed at regular team meetings and proactively promoted via the Departmental Health and Safety Group and relevant corporate boards. Needs are also reviewed at six-monthly divisional Health and Safety meetings.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE- WWSP 005b Inspections	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or as the need arises.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE- WWSP 005c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	This is an ongoing action.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE- WWSP 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	This is an ongoing action.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE- WWSP 005e Tree Safety Policy	Review Departmental Tree Safety Policy tri-annually.	The Departmental Tree Safety Policy is under review and will be completed by the end of December 2025.	23-Sep-2025	Allan Cameron	31-Dec-2025

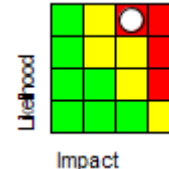
Risk Code	ENV-NE-WWSP 009
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Risk Title	<i>Decline in condition of assets</i>
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Description	<p>Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme.</p> <p>Event: Structures deteriorate to an unsafe condition.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Decreasing

Target Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	22-Jun-2022

Latest Note	<p>Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications. The Chief Officer in occupation is to be closely supported by the City Surveyor's Department and the Environment Department Head of Estates as subject matter experts.</p> <p>Some long-standing key issues have recently been resolved (i.e. replacing byelaw boards; and repairing cattle grids) resulting in the risk score being reduced from Red 16 (Likely/Major) to Amber 8 (Unlikely/Major). However, concerns about the general situation are raised at monthly client liaison meetings with CSD with the aim of</p>	23-Sep-2025
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Appendix 4

	reducing the risk further over time.	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Allan Cameron

Associated Actions

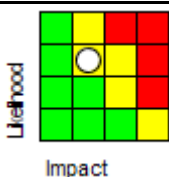
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-WWSP 009a Monitoring	Monthly site infrastructure checks.	Continual monitoring of external infrastructure is undertaken.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-WWSP 009b Monthly premises controller checks	Monthly premises controller checks.	Monthly inspections of built assets are carried out and defects are reported to CSD. This is an ongoing action.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-WWSP 009c Annual inspections of lodges	Annual inspections of lodges.	Due to insufficient resourced in CSD, local staff undertake these inspections and report defects to CSD. This is an ongoing action.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-WWSP 009d Delivery of Works	City Surveyor's Department to deliver works as agreed and funded either by CWP funds and/or directly by the Environment Department.	The CSD's Operations Group deliver work packages as agreed with the Environment Department, within agreed allocated funds, timelines and specifications. This is delivered either via the Cyclical Works Programme (CWP), capital and/or local risk budget.	23-Sep-2025	Peter Collinson	31-Dec-2025

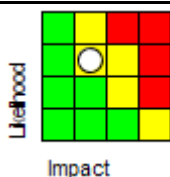
		Regular liaison meetings are held between Environment and CSD to manage the delivery programme, and to ensure any risks / issues / conflicts / etc are escalated and understood by all parties.			
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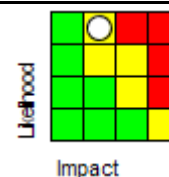
Risk Code	ENV-NE-WWSP 001
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Risk Title	<i>Budget pressures</i>
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Description	<p>Cause: Potential reduction or removal of Environmental Stewardship Schemes resulting in gaps in operational budgets. Possible reduction in budget and income reduction of income from car park charging; loss of income from rental properties.</p> <p>Event: Reduced budget and income.</p> <p>Effect: Potential staff reductions and inability to provide key services; financial failure; failure to achieve strategic objectives; significant reduction in service to users; reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	15-Jun-2022

Latest Note	<p>A Countryside Stewardship grant has been secured until 2026 but there is no certainty that the grant will move forward after 2026 and, therefore, this presents a budgeting risk for the charity linked to conservation and tree management.</p> <p>Climate Action Strategy funding is currently due to end in 2027.</p> <p>Two vacant properties have been rented out, one with a long-term tenant until 2027, and the other on a rolling residential annual contract. These help to offset previous budget cuts.</p> <p>Car parking income has continued to reduce year on year resulting in diminishing returns on investments in car</p>	23-Sep-2025
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	<p>parks (52% of estimated levels).</p> <p>Income generation opportunities are very limited for The Commons.</p> <p>We will review the risk again when the 2026/27 budgets are confirmed. In the meantime, we accept the risk at the current level. The target date shown is the date of the next review.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Allan Cameron

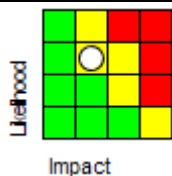
Associated Actions

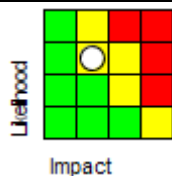
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE- WSP 001a Risk review	Regular review and monitoring of income situation.	Income targets are continually monitored and are reported monthly to the Chamberlain's Finance Business Partner.	23-Sep-2025	Allan Cameron	31-Dec-2025

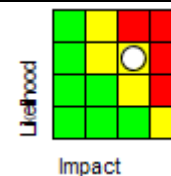
Risk Code	ENV-NE-WWSP 006
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Risk Title	<i>Adverse impacts of extreme weather and climate change</i>
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Description	<p>Cause: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced.</p> <p>Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency).</p> <p>Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	15-Jun-2022

Latest Note	<p>We are unable to reduce this risk but work on site continues to mitigate the impact of extreme weather events should they happen.</p> <p>The target date shown is the date of the next review.</p>	23-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Allan Cameron

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-WWSP 006a Fire management	Review and update Fire Management plan bi-annually. Habitat fire management and monitoring policies and plans in place which link to staff training and local emergency services.	Detailed fire maps have been completed and shared with the fire services.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-WWSP 006b Storms	Storm monitoring and management and closure policies are in place at the site and linked to high staff awareness and training.	The sites continue to monitor and respond to warnings of extreme weather.	23-Sep-2025	Allan Cameron	31-Dec-2025
ENV-NE-WWSP 006c Climate change	Understand the potential impacts of climate change on West Wickham and Spring Park. Engage in climate change research and debate.	Officers engage in ongoing research and dialogue.	23-Sep-2025	Allan Cameron	31-Dec-2025

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Manager for further information.

May 2021

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City of London Corporation Committee Report

Committee(s): Epping Forest and Commons	Dated: 27/11/2025
Subject: Revenue and Capital Budgets – 2026/27 – The Commons	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Executive Director Environment Chamberlain
Report author:	Clem Harcourt, Chamberlain's Department

Summary

This report presents for approval the revenue and capital budgets for each of the individual Commons charities for 2026/27, for subsequent submission to Finance Committee.

The proposed draft revenue budgets for 2026/27 for each individual charity is as follows:

- Burnham Beeches and Stoke Common – £2.172m net expenditure, an increase of £837k compared with the 2025/26 original budget of £1.335m.
- West Wickham Common and Spring Park Wood and Coulsdon and Other Commons – £2.019m net expenditure, a decrease of (£30k) compared with the 2025/26 original budget of £2.049m.
- Ashtead Common – £772k net expenditure, a decrease of (£166k) compared with the 2025/26 original budget of £938k.

The proposed budget for 2025/26 for each charity has been prepared within the resource envelope allocated to each Chief Officer by Resource Allocation Sub-Committee, including an inflationary increase of 3% as well as contingency funding provided relating to the pay award effective from July 2024 and increases in employer's national insurance.

The resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set a balanced budget for the year ahead.

The report also reframes the proposed budget to show net expenditure as grant funding from City's Estate for each charity for 2026/27. In addition, the appendices include a summarised version of the budget for each charity set out in the format of the Statement of Financial Activities (SOFA) in line with best practice for the financial reporting of charities. Further details on proposed Grant Funding Model principles and arrangements are presented to Members for discussion and endorsement in the Natural Environment Charities Review – Grant Funding Model Principles paper.

Recommendation(s)

Members are asked to:

- i) note the latest revenue budget for each of the Commons charities for 2025/26;
- ii) review and approve the proposed draft revenue budget for 2026/27 for Burnham Beeches and Stoke Common charity for submission for approval by the Finance Committee;
- iii) review and approve the proposed draft revenue budget for 2026/27 for West Wickham Common and Spring Park Wood and Coulsdon and Other Commons charities for submission for approval by the Finance Committee;
- iv) review and approve the proposed revenue budget for 2026/27 for Ashtead Common charity for submission for approval by the Finance Committee;
- v) review and approve capital and supplementary revenue project budgets for The Commons for 2026/27 for submission for approval by the Finance Committee; and
- vi) authorise the Chamberlain, in consultation with the Executive Director, Environment to approve amendments for 2025/26 and 2026/27 budgets arising from changes to recharges & support services or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and depreciation during budget setting.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes City Commons, Burnham Beeches and Stoke Common which are registered charities funded from City's Estate. The charities are run at no cost to the communities that they serve and are currently funded principally by the City, together with donations, sponsorship, grants and trading income.
2. This report is segregated into the following sections providing an opportunity for Members to review and scrutinise the budgets of each individual charity:

- **Section A.** Burnham Beeches and Stoke Common (charity registration number: 232987)
 - **Section B.** West Wickham Common and Spring Park Wood and Coulsdon and Other Commons (charity registration numbers: 232988 and 232988-1)
 - **Section C.** Ashtead Common (charity registration number: 1051510).
3. This report sets out the latest budget for 2025/26 and the proposed revenue budget for 2026/27 for the individual Commons charities and under the control of the Executive Director Environment, analysed between:
- **Local Risk Budgets** - these are budgets deemed to be largely within the Chief Officer's control and include budgets managed by the Executive Director Environment as well as by the City Surveyor specifically for repairs and maintenance and the Cyclical Works Programme (CWP);
 - **Central Risk Budgets** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outturn can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature; and
 - **Recharges & Support Services** - these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.
4. Please note that City Corporation reporting convention (see Tables 1, 5 and 9) uses brackets to denote income, decreases in expenditure, or increases in income. However, where charity style reporting has been introduced in this paper (Tables 2, 6 and 10 and Appendices), the convention is to show both income and expenditure without brackets, which are instead used to denote deficits or adverse variances. Only significant variances (generally those greater than £30k) have been commented on and are referenced in the relevant tables in the appendices.
5. For 2026/27, budgets include:
- a 3% uplift for inflation as a cash limit to charity budgets;
 - contingency funding to cover increased costs associated with the pay award to staff effective from July 2024 and increases in national insurance;
 - a clear distinction between local risk, central risk, and recharge budgets; and
 - responsibility for budgetary control placed on departmental Chief Officers.
6. The resulting resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead and the requirement in law for the City to set a balanced budget.
7. The budget has been prepared within the resource envelope allocated to the Executive Director Environment, with the following assumption:

- Support Services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2024/25 with the method of apportionment updated to reflect the latest up to date corporate information. However, the full budgets for these departments have not yet been finalised, so further changes to these budgets may be required. Members are asked to agree that the decision as to the changes required to these budgets are delegated to the Chamberlain in consultation with the Executive Director Environment.
8. Members should note that for 2026/27, the format of the budgets for the individual charities have been reviewed. The proposed budgets for 2026/27 have been set out for each charity in the format of a summarised Statement of Financial Activities (SOFA) to enable the charities to comply with the best practice for the financial reporting of charities, reframing the City's funding as grant funding (subject to formal approval of the grant funding principles and arrangements). A copy of the SOFA for each charity can be found in the appendices.

Section A - Burnham Beeches and Stoke Common (charity registration number: 232987)

9. The overall proposed 2026/27 budget for Burnham Beeches and Stoke Common, which includes the charity's relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor's CWP and building repairs & maintenance budget is £2.172m net expenditure. This is an increase of £837k when compared with the 2025/26 original budget of £1.335m net expenditure.
10. The latest budget for 2025/26 and provisional original draft budget for 2026/27 for the charity is summarised in Table 1 below and further analysed in the charity's SOFA in Appendix 1.

Table 1 - Burnham Beeches & Stoke Common (City / deficit funding report style)	Original (OR) Total Budget 2025/26 £000	Latest Total Budget 2025/26 £000	Original (OR) Total Budget 2026/27 £000	Movement 2025/26 OR to 2026/27 OR £000
Local Risk	633	652	672	39
City Surveyors - Repairs & Maintenance	119	119	124	5
Cyclical Works Programme (CWP)	254	370	1,012	758
Central Risk (inc. Depreciation / Investment income)	57	57	67	10
Recharges & Support Services	272	272	297	25
Capital and Projects	0	0	0	0
Total Net Expenditure	1,335	1,470	2,172	837
Depreciation (shown as Funds movement)	(57)	(57)	(55)	2
Investment income (shown as Self-Generated Income)	0	418	3	3
Total Grant Funding	1,392	1,945	2,230	842

Table 2 - Burnham Beeches & Stoke Common (Charity / grant funding report style)	Original (OR) Total Budget 2025/26 £000	Original (OR) Total Budget 2026/27 £000	Original (OR) Unrestricted Budget 2026/27 £000	Restricted Budget 2026/27 £000	Variance F/(A) 2025/26 OR to 2026/27 £000
Core Grant (Local Risk)	633	672	672	0	39
Additional Grant	645	1,448	1,448	0	803
Capital / Projects	0	0	0	0	0
Total Grant Funding	1,278	2,120	2,120	0	842
Self-Generated Income	418	267	264	3	(151)
Total Income	1,696	2,387	2,384	3	691
Local Risk Expenditure	1,070	1,167	936	231	(97)
Central Risk Expenditure (excl. Depreciation)	0	15	15	0	(15)
City Surveyors - Repairs & Maintenance	119	124	124	0	(5)
Cyclical Works Programme (CWP)	254	1,012	1,012	0	(758)
Recharges & Support Services	272	297	297	0	(25)
Total Expenditure	1,715	2,615	2,384	231	900
Surplus / (Deficit)	(19)	(228)	0	(228)	(209)

Latest Revenue Budget for 2025/26

11. Overall, the 2025/26 latest budget for Burnham Beeches and Stoke Common is net expenditure of £1.470m, a net increase of £135k compared to the 2025/26 original budget of £1.335m. The reasons for this increase are:

- £116k relating to the re-phasing and backlog of newly agreed works related to projects falling under the CWP; and
- £19k contingency funding relating to additional costs of the July 2024 pay award and increases in employer's national insurance.

Proposed Revenue budget for 2026/27

12. The proposed 2026/27 budget is net expenditure of £2.172m, an increase of £837k compared to the 2025/26 original budget for the charity of £1.335m.

13. Appendix 1 provides details on budget movements between the 2025/26 original budget and the 2026/27 proposed draft budget. Overall, there is an increase in net expenditure of £837k. The main reasons for this net expenditure increase are:

- £758k increase in budgets for CWP projects managed by the City Surveyor relating to the newly agreed programme for the CWP backlog of works; and

- £99k increase in staffing costs relating to unrestricted reserves as a result of cost of living pay rises to staff and additional costs related to employer's national insurance.

Staffing Statement

14. Analysis of the movement in staff related costs are shown in Table 3 below:

Table 3 – Burnham Beeches and Stoke Common – Staffing Statement

Original Budget 2025/26		Latest Budget 2025/26		Original Budget 2026/27	
Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000
15.17	797	15.17	833	15.17	865

Cyclical Works Programme

15. Table 4 below details the budgets held and proposed for the City Surveyor's CWP and building repairs & maintenance:

Table 4 – CWP & City Surveyor Local Risk Burnham Beeches and Stoke Common	Original Budget 2025/26 £'000s	Latest Budget 2025/26 £000's	Original Budget 2026/27 £'000
Cyclical Works Programme (CWP)	254	370	1,012
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	116	116	121
Cleaning (City Surveyor Local Risk)	3	3	3
Total CWP and City Surveyor	373	489	1,136

Grant Funding from City's Estate

16. Please note that as part of the move to the Grant Funding Model effective from 01 April 2026, the charity's total proposed grant funding from City's Estate amounts to £2.120m for 2026/27, an increase of £842k (65.88%) compared with 2025/26. A reconciliation setting out how the grant has been calculated for 2026/27 can be

found in Appendix 2. The grant from City's Estate is comprised of the following elements:

- Core Grant (Local Risk) - £672k – increase of £39k (6.16%)
- Additional Grant (City Surveyor Works) - £1.136m – increase of £763k (204.56%)
- Additional Grant – Recharges and Support Services - £297k – increase of £25k (9.19%)
- Additional Grant (Central Risk) - £15k – increase of £15k.

17. Please note that the grant does not include funding for depreciation as funding for any capital expenditure has previously been provided to the charity relating to the total purchase price of assets in the year that the expenditure took place. Depreciation is however funded from the charity's designated reserve held for tangible fixed assets with the £55k depreciation budgeted for 2026/27 as shown in Appendix 1 being funded from this reserve.

Section B - West Wickham Common and Spring Park Wood and Coulsdon and Other Commons (charity registration numbers: 232988 and 232988-1)

18. The overall proposed 2026/27 draft budget for West Wickham Common and Spring Park Wood and Coulsdon and Other Commons, which includes the Executive Director Environment's relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor's CWP and building repairs & maintenance budget is £2.019m net expenditure. This is a decrease of (£30k) when compared with the 2025/26 original budget of £2.049m net expenditure.
19. The latest budget for 2025/26 and provisional original draft budget for 2026/27 for the charities is summarised in Table 5 below and further analysed in the charity's SOFA in Appendix 3.

Table 5 - West Wickham and Coulsdon Common (City / deficit funding report style)	Original (OR) Total Budget 2025/26 £000	Latest Total Budget 2025/26 £000	Original (OR) Total Budget 2026/27 £000	Movement 2025/26 OR to 2026/27 OR £000
Local Risk	722	739	721	(1)
City Surveyors - Repairs & Maintenance	49	49	50	1
Cyclical Works Programme (CWP)	992	1,274	930	(62)
Central Risk (inc. Depreciation / Investment income)	20	20	32	12
Recharges & Support Services	266	266	286	20
Capital and Projects	0	0	0	0
Total Net Expenditure	2,049	2,348	2,019	(30)
Depreciation (shown as Funds movement)	(20)	0	(9)	11
Investment income (shown as Self-Generated Income)	0	0	0	0
Total Grant Funding	2,069	2,348	2,028	(19)

Table 6 - West Wickham and Coulsdon Common (Charity / grant funding report style)	Original (OR) Total Budget 2025/26 £000	Original (OR) Total Budget 2026/27 £000	Original (OR) Unrestricted Budget 2026/27 £000	Restricted Budget 2026/27 £000	Variance F/(A) 2025/26 OR to 2026/27 £000
Core Grant (Local Risk)	722	721	721	0	(1)
Additional Grant	1,307	1,289	1,289	0	(18)
Capital / Projects	0	0	0	0	0
Total Grant Funding	2,029	2,010	2,010	0	(19)
Self-Generated Income	175	230	230	0	55
Total Income	2,204	2,240	2,240	0	36
Local Risk Expenditure	715	774	774	0	(59)
Central Risk Expenditure (excl. Depreciation)	0	23	23	0	(23)
City Surveyors - Repairs & Maintenance	49	50	50	0	(1)
Cyclical Works Programme (CWP)	992	930	930	0	62
Recharges & Support Services	266	286	286	0	(20)
Total Expenditure	2,022	2,063	2,063	0	41
Surplus / (Deficit)	182	177	177	0	(5)

Latest Revenue Budget for 2025/26

20. Overall, the 2025/26 latest budget for the charities is net expenditure of £2.348m, a net increase of £299k compared to the 2025/26 original budget of £2.049m net expenditure. The reasons for this budget increase are:

- £282k changes to the newly agreed works falling under the CWP managed by the City Surveyor; and
- £17k contingency funding for additional costs from the July 2024 pay award and increases in employer's national insurance.

Proposed Revenue budget for 2026/27

21. The proposed 2026/27 budget for the charities is net expenditure of £2.019m, a decrease of (£30k) compared to the 2025/26 original budget of £2.049m. Please note that the 2025/26 budget included £40k one-off additional funding from the Directorate to meet additional grounds maintenance costs. This funding is not being provided in 2026/27 with these costs now funded from an increase in grant income from the Countryside Stewardship Scheme.
22. Appendix 3 provides details on budget movements between the 2025/26 original budget and the 2026/27 proposed budget. Overall, there is a decrease in net expenditure of (£30k). The main reasons for this reduction are:

- (£62k) decrease in budgets for CWP projects managed by the City Surveyor as a result of the rephasing of projects falling under the CWP;
- (£49k) additional income projected to be received from the Countryside Stewardship Scheme;
- £60k additional employment costs as a result of pay rises to staff and increased national insurance contributions; and
- £23k central risk funding relating to audit fees required for the charities.

Staffing Statement

23. An analysis of the movement in staff related costs are shown in Table 7 below:

Table 7 – West Wickham Common and Spring Park Wood and Coulsdon and Other Commons – Staffing Statement

Original Budget 2025/26		Latest Budget 2025/26		Original Budget 2026/27	
Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000
14.40	703	14.40	718	14.25	738

Cyclical Works Programme

24. Table 8 below details the budgets held and proposed for the City Surveyor's CWP and building repairs & maintenance:

Table 8 – CWP & City Surveyor Local Risk West Wickham Common and Spring Park Wood and Coulsdon and Other Commons	Original Budget 2025/26 £'000s	Latest Budget 2025/26 £000's	Original Budget 2026/27 £'000
Cyclical Works Programme (CWP)	992	1,274	930
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	48	48	49
Cleaning (City Surveyor Local Risk)	1	1	1
Total CWP and City Surveyor	1,041	1,323	980

Grant Funding from City's Estate

25. Please note that as part of the move to the Grant Funding Model effective from 01 April 2026, the charities total proposed grant funding for City's Estate amounts to £2.010m for 2026/27, a decrease of £19k (0.94%) compared with 2025/26. A reconciliation setting out how the grant has been calculated for 2026/27 can be found in Appendix 4. The grant from City's Estate is comprised of the following elements:

- Core Grant (Local Risk) - £721k – decrease of £1k (0.14%)
- Additional Grant (City Surveyor Works) - £980k – decrease of £61k (5.86%)
- Additional Grant – Recharges and Support Services - £286k – increase of £20k (7.52%)
- Additional Grant (Central Risk) - £23k – increase of £23k.

26. Please note that the grant does not include funding for depreciation as funding for any capital expenditure has previously been provided to the charities relating to the total purchase price of assets in the year that the expenditure took place. Depreciation is however funded from the charity's designated reserve held for tangible fixed assets with the £9k depreciation budgeted for 2026/27 as shown in Appendix 3 being funded from this reserve.

Section C: Ashtead Common (charity registration number: 1051510)

27. The overall proposed 2026/27 budget for Ashtead Common which includes the charity's relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor's CWP and building repairs & maintenance budget is £772k net expenditure. This is a decrease of (£166k) when compared with the 2025/26 original budget of £938k net expenditure.
28. The latest budget for 2025/26 and provisional original draft budget for 2026/27 for the charity is summarised in Table 9 below and further analysed in the charity's SOFA in Appendix 5.

Table 9 - Ashtead Common (City / deficit funding report style)	Original (OR) Total Budget 2025/26 £000	Latest Total Budget 2025/26 £000	Original (OR) Total Budget 2026/27 £000	Movement 2025/26 OR to 2026/27 OR £000
Local Risk	452	451	465	13
City Surveyors - Repairs & Maintenance	7	7	7	0
Cyclical Works Programme (CWP)	358	439	158	(200)
Central Risk (inc. Depreciation / Investment income)	0	0	4	4
Recharges & Support Services	121	121	138	17
Capital and Projects	0	0	0	0
Total Net Expenditure	938	1,018	772	(166)
Depreciation (shown as Funds movement)	0	0	0	0
Investment income (shown as Self-Generated Income)	0	0	0	0
Total Grant Funding	938	1,018	772	(166)

Table 10 - Ashtead Common (Charity / grant funding report style)	Original (OR) Total Budget 2025/26 £000	Original (OR) Total Budget 2026/27 £000	Original (OR) Unrestricted Budget 2026/27 £000	Restricted Budget 2026/27 £000	Variance F/(A) 2025/26 OR to 2026/27 £000
Core Grant (Local Risk)	452	465	465	0	13
Additional Grant	486	307	307	0	(179)
Capital / Projects	0	0	0	0	0
Total Grant Funding	938	772	772	0	(166)
Self-Generated Income	56	2	2	0	(54)
Total Income	994	774	774	0	(220)
Local Risk Expenditure	508	572	467	105	(64)
Central Risk Expenditure (excl. Depreciation)	0	4	4	0	(4)
City Surveyors - Repairs & Maintenance	7	7	7	0	0
Cyclical Works Programme (CWP)	358	158	158	0	200
Recharges & Support Services	121	138	138	0	(17)
Total Expenditure	994	879	774	105	(115)
Surplus / (Deficit)	0	(105)	0	(105)	(105)

Latest Revenue Budget for 2025/26

29. Overall, the 2025/26 latest budget for Ashtead Common is net expenditure of £1.018m, a net increase of £80k compared to the 2025/26 original budget of £938k net expenditure. The reasons for this budget increase are:
- £81k changes to the newly agreed CWP at Ashtead Common managed by the City Surveyor; and
 - (£1k) savings from the corporate mobile phone contract.

Proposed Revenue budget for 2026/27

30. The proposed 2026/27 draft budget for the charity is net expenditure of £772k, a decrease of (£166k) compared to the 2025/26 original budget of £938k.
31. Appendix 5 provides details on budget movements between the 2025/26 original budget and the 2026/27 proposed draft budget. Overall, there is a decrease in net expenditure of (£166k). The main reason for this net expenditure increase is a (£200k) rephasing of budgets for projects falling under the programme of CWP works managed by the City Surveyor.

Staffing Statement

32. Analysis of the movement in staff related costs are shown in Table 11 below:

Table 11 – Ashtead Common – Staffing Statement

Original Budget 2025/26		Latest Budget 2025/26		Original Budget 2026/27	
Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000
6.15	374	6.15	374	6.15	382

Cyclical Works Programme

33. Table 12 below details the budgets held and proposed for the City Surveyor's CWP and building repairs & maintenance:

Table 12 – CWP & City Surveyor Local Risk Ashtead Common	Original Budget 2025/26 £'000s	Latest Budget 2025/26 £000's	Original Budget 2026/27 £'000
Cyclical Works Programme (CWP)	358	439	158
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	7	7	7
Total CWP and City Surveyor	365	446	165

Grant Funding from City's Estate

34. Please note that as part of the move to the Grant Funding Model effective from 01 April 2026, the charity's total proposed grant funding from City's Estate amounts to £772k for 2026/27, a reduction of £166k (17.70%) compared with 2025/26. A reconciliation setting out how the grant has been calculated for 2026/27 can be found in Appendix 6. The grant from City's Estate is comprised of the following elements:

- Core Grant (Local Risk) - £465k – increase of £13k (2.88%)
- Additional Grant (City Surveyor Works) - £165k – decrease of £200k (54.80%)
- Additional Grant – Recharges and Support Services - £138k – increase of 17% (14.05%)
- Additional Grant (Central Risk) - £4k.

Draft Capital and Supplementary Revenue Project budgets for 2026/27

35. The latest estimated costs of the Commons current approved Capital and Supplementary Revenue Projects are summarised below in Table 13 with the listed project relating to activities taking place across the different Commons charities:

Table 13 - Draft Capital and Supplementary Revenue Project budgets - 2026/27

Service	Project	Exp. Pre 01/04/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Later Years £'000	Total £'000
City Commons	Entry Board Replacement	10	150			-	160

36. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2026.

Corporate & Strategic Implications

Strategic implications – none

Financial implications – none

Resource implications – none

Legal implications – none

Risk implications – none

Equalities implications – none

Climate implications – none

Security implications – none

Conclusion

37. This report presents the proposed draft revenue and capital budgets for 2026/27 for each of the individual Commons charities for Members to consider and approve.

Appendices

- Appendix 1 – Statement of Financial Activities (SOFA) - Burnham Beeches and Stoke Common
- Appendix 2 – Movement between 2025/26 and 2026/27 City's Estate Grant - Burnham Beeches and Stoke Common
- Appendix 3 Statement of Financial Activities (SOFA) - West Wickham Common and Spring Park Wood and Coulsdon and Other Commons
- Appendix 4 – Movement between 2025/26 and 2026/27 City's Estate Grant - West Wickham Common and Spring Park Wood and Coulsdon and Other Commons

- Appendix 5 – Statement of Financial Activities (SOFA) – Ashtead Common
- Appendix 6 – Movement between 2025/26 and 2026/27 City's Estate Grant - Ashtead Common

Clem Harcourt

Finance Business Partner (Natural Environment)
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Statement of Financial Activities	BURNHAM BEECHES & STOKE COMMON							Notes
	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Unrestricted	
	2025-26 FY Original Budget £000	2025-26 FY Original Budget £000	2025/26 FY Original Budget £000	2026-27 FY Budget £000	2026-27 FY Budget £000	2026-27 FY Budget £000	2026-27 Budget Variance F / (A) £000	
Income								
City's Estate Grant Funding								
Core Grant (Local Risk)								
Core Grant	633	633	0	672	672	0	39	1
Pay Settlement Adjustment	0	0	0	0	0	0	0	
Total Core Grant	633	633	0	672	672	0	39	
Additional Grant								
Operational - Surveyors Works	373	373	0	1,136	1,136	0	763	2
Operational - Corporate Recharges & Support Services	272	272	0	297	297	0	25	
Operational - Central Risk - Expenditure	0	0	0	15	15	0	15	
Total Additional Grant	645	645	0	1,448	1,448	0	803	
Capital and Projects								
Capital (Restricted)	0	0	0	0	0	0	0	
Other Projects (Restricted)	0	0	0	0	0	0	0	
Total Capital and Projects	0	0	0	0	0	0	0	
Total City's Estate Grant Funding	1,278	1,278	0	2,120	2,120	0	842	
Self-Generated Income								
Fundraising	198	198	0	34	34	0	(164)	3
Trading	220	220	0	230	230	0	10	
Learning Income	0	0	0	0	0	0	0	
Other Income	0	0	0	3	3	3	0	
Total Self-Generated Income	418	418	0	267	264	3	(154)	
Total Income	1,696	1,696	0	2,387	2,384	3	688	
Expenditure								
Local Risk Expenditure								
Direct Employees	780	780	0	843	681	162	99	4
Indirect Employee Costs	17	17	0	22	14	8	3	
Fundraising	2	2	0	0	0	0	2	
Direct Trading	0	0	0	9	9	0	(9)	
Learning Expenditure	0	0	0	0	0	0	0	
Premises	60	60	0	70	70	0	(10)	
Conservation and Ecology	80	80	0	85	65	20	15	
Access, Safety & Visitor Management	8	8	0	9	6	3	2	
Transport	27	27	0	24	21	3	6	
Equipment, Furniture and Materials	47	47	0	53	40	13	7	
Supplies and Services	49	49	0	52	30	22	19	
Total Local Risk Expenditure	1,070	1,070	0	1,167	936	231	134	
Central Risk Expenditure								
External Audit / Accreditation	0	0	0	0	0	0	0	
Insurance	0	0	0	15	15	0	(15)	
Other	0	0	0	0	0	0	0	
Total Central Risk Expenditure	0	0	0	15	15	0	(15)	
City Surveyors Works - Repairs and Maintenance								
Cyclical Works Programme (planned / backlog)	254	254	0	1,012	1,012	0	(758)	2
Repairs and Maintenance (reactive)	119	119	0	124	124	0	(5)	
Total City Surveyors Works	373	373	0	1,136	1,136	0	(763)	
Total Operational Expenditure (Before Recharges)	1,443	1,443	0	2,318	2,087	231	(644)	
Surplus / (Deficit) (Before Recharges)	253	253	0	69	297	(228)	44	
Total Corporate Recharges & Support Services	272	272	0	297	297	0	(25)	
Total Operational Expenditure (After Recharges)	1,715	1,715	0	2,615	2,384	231	19	
Surplus / (Deficit) (After Recharges)	(19)	(19)	0	(228)	0	(228)	19	
Central Risk - Depreciation	57	57	0	55	55	0	2	
Surplus / (Deficit) After Depreciation	(76)	(76)	0	(283)	(55)	(228)	21	
Restricted Capital Expenditure	0	0	0	0	0	0	0	
Restricted Expenditure from Reserves (not analysed above)	0	0	0	0	0	0	0	
Transfer (to) / from Fixed Asset fund	57	57	0	55	55	0		
Transfer (to) / from Unrestricted Reserves	36	36	0	0	0	0	36	
Transfer (to) / from Restricted Reserves	0	0	0	228	0	228	0	
Surplus / (Deficit) After Transfer to / (from) Reserves	17	17	0	0	(55)	0	(72)	
Total Revenue Expenditure	1,715	1,715	0	2,615	2,384	231	(669)	
Total Capital Expenditure	0	0	0	0	0	0	0	
Total Expenditure	1,715	1,715	0	2,615	2,384	231	(669)	

Notes

- ¹ £39k increase in the charity's core grant as a result of a 3% inflationary uplift as well as funding provided for staff pay rises and increases in national insurance.
- ² £763k increase in grant for works managed by the City Surveyor largely explained by an additional £758k in expenditure relating to the Cyclical Works Programme (CWP) as a result of a backlog of works due to be delivered in addition to the re-phasing of CWP projects.
- ³ £164k reduction shown for fundraising and grant income from the charity's unrestricted funds for 2026/27. This is due to income from SAMMS and Section 106 contributions and the Countryside Stewardship Scheme previously having been presented within the charity's unrestricted reserve budgets with such income shown under restricted reserve budgets for 2026/27.
- ⁴ £99k reduction in salary costs relating to unrestricted funds. This is due to the costs of two Community Engagement Ranger posts being presented in the budget for 2026/27 as being funded from the charity's restricted reserve for SAMMS and Section 106 contributions. Overall, a £63k increase in employment costs has been budgeted in 2026/27 largely as a result of pay rises to staff and increases in national insurance contributions.

Appendix 2

Movement between 2025/26 and 2026/27 Grant from City's Estate

Burnham Beeches and Stoke Common	£000
Total City's Estate Grant Funding – 2025/26	1,278
Core Grant – 2025/26	633
3% uplift for inflation	20
Contingency funding for July 2024 pay award and employer's national insurance increases	19
Core Grant – 2026/27	672
Additional Grant – Surveyor Works – 2025/26	373
Re-phasing and backlog of works for Cyclical Works Programme (CWP)	758
Repairs and Maintenance (reactive)	5
Additional Grant – Surveyor Works – 2026/27	1,136
Additional Grant – Corporate Recharges & Support Services – 2025/26	272
Recharges from corporate departments	28
Reduced recharges from Directorate	(3)
Additional Grant – Corporate Recharges & Support Services – 2026/27	297
Additional Grant – Central Risk Expenditure – 2025/26	0
Audit Fees	15
Additional Grant – Central Risk Expenditure – 2026/27	15
Total City's Estate Grant Funding – 2026/27	2,120

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Statement of Financial Activities	WEST WICKHAM & COULSDON COMMONS							Notes
	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Unrestricted	
	2025-26 FY Original Budget £000	2025-26 FY Original Budget £000	2025/26 FY Original Budget £000	2026-27 FY Budget £000	2026-27 FY Budget £000	2026-27 FY Budget £000	2026-27 Budget Variance F / (A) £000	
Income								
City's Estate Grant Funding								
Core Grant (Local Risk)								
Core Grant	722	722	0	721	721	0	(1)	
Pay Settlement Adjustment	0	0	0	0	0	0	0	
Total Core Grant	722	722	0	721	721	0	(1)	
Additional Grant								
Operational - Surveyors Works	1,041	1,041	0	980	980	0	(61)	1
Operational - Corporate Recharges & Support Services	266	266	0	286	286	0	20	
Operational - Central Risk - Expenditure	0	0	0	23	23	0	23	
Total Additional Grant	1,307	1,307	0	1,289	1,289	0	(18)	
Capital and Projects								
Capital (Restricted)	0	0	0	0	0	0	0	
Other Projects (Restricted)	0	0	0	0	0	0	0	
Total Capital and Projects	0	0	0	0	0	0	0	
Total City's Estate Grant Funding	2,029	2,029	0	2,010	2,010	0	(19)	
Self-Generated Income								
Fundraising	47	47	0	96	96	0	49	2
Trading	128	128	0	134	134	0	6	
Learning Income	0	0	0	0	0	0	0	
Other Income	0	0	0	0	0	0	0	
Total Self-Generated Income	175	175	0	230	230	0	55	
Total Income	2,204	2,204	0	2,240	2,240	0	36	
Expenditure								
Local Risk Expenditure								
Direct Employees	666	666	0	726	726	0	(60)	3
Indirect Employee Costs	11	11	0	12	12	0	(1)	
Fundraising	2	2	0	0	0	0	2	
Direct Trading	0	0	0	0	0	0	0	
Learning Expenditure	0	0	0	0	0	0	0	
Premises	0	0	0	0	0	0	0	
Conservation and Ecology	0	0	0	0	0	0	0	
Access, Safety & Visitor Management	0	0	0	0	0	0	0	
Transport	15	15	0	15	15	0	0	
Equipment, Furniture and Materials	16	16	0	14	14	0	2	
Supplies and Services	5	5	0	7	7	0	(2)	
Total Local Risk Expenditure	715	715	0	774	774	0	(59)	
Central Risk Expenditure								
External Audit / Accreditation	0	0	0	0	0	0	0	
Insurance	0	0	0	23	23	0	(23)	
Other	0	0	0	0	0	0	0	
Total Central Risk Expenditure	0	0	0	23	23	0	(23)	
City Surveyors Works - Repairs and Maintenance								
Cyclical Works Programme (planned / backlog)	992	992	0	930	930	0	62	1
Repairs and Maintenance (reactive)	49	49	0	50	50	0	(1)	
Total City Surveyors Works	1,041	1,041	0	980	980	0	61	
Total Operational Expenditure (Before Recharges)	1,916	1,916	0	1,954	1,954	0	(21)	
Surplus / (Deficit) (Before Recharges)	288	288	0	286	286	0	15	
Total Corporate Recharges & Support Services	266	266	0	286	286	0	(20)	
Total Operational Expenditure (After Recharges)	2,182	2,182	0	2,240	2,240	0	(5)	
Surplus / (Deficit) (After Recharges)	22	22	0	0	0	0	(22)	
Central Risk - Depreciation	20	20	0	9	9	0	11	
Surplus / (Deficit) After Depreciation	2	2	0	(9)	(9)	0	(11)	
Restricted Capital Expenditure	0	0	0	0	0	0	0	
Restricted Expenditure from Reserves (not analysed above)	0	0	0	0	0	0	0	
Transfer (to) / from Fixed Asset fund	20	20	0	9	9	0	0	
Transfer (to) / from Unrestricted Reserves	(22)	(22)	0	0	0	0	(22)	
Transfer (to) / from Restricted Reserves	0	0	0	0	0	0	0	
Surplus / (Deficit) After Transfer to / (from) Reserves	0	0	0	0	0	0	0	
Total Revenue Expenditure	2,182	2,182	0	2,240	2,240	0	(58)	
Total Capital Expenditure	0	0	0	0	0	0	0	
Total Expenditure	2,182	2,182	0	2,240	2,240	0	(58)	

Notes

- 1 £61k reduction in grant relating to works from City Surveyors explained by re-phasing of projects falling under Cyclical Works Programme (CWP).
- 2 £49k increase in fundraising income largely attributable to additional grant income projected from Countryside Stewardship Scheme (CSS).
- 3 £60k additional staffing costs attributable to cost of living and staff progression pay rises as well as increases in national insurance.

Appendix 4

Movement between 2025/26 and 2026/27 City's Estate Grant

West Wickham Common and Spring Park Wood and Coulsdon and Other Commons	£000
Total City's Estate Grant Funding – 2025/26	2,029
Core Grant – 2025/26	722
3% uplift for inflation	22
Contingency funding for July 2024 pay award and employer's national insurance increases	17
Reversal of one-off Directorate funding for grounds maintenance costs	(40)
Core Grant – 2026/27	721
Operational Grant – Surveyor Works – 2025/26	1,041
Re-phasing of works for Cyclical Works Programme (CWP)	(62)
Repairs and Maintenance (reactive)	1
Operational Grant – Surveyor Works – 2026/27	980
Operational Grant – Corporate Recharges and Support Services – 2025/26	266
Recharges from corporate departments	24
Reduction in recharges from Directorate	(4)
Operational Grant – Corporate Recharges and Support Services – 2026/27	286
Operational Grant – Central Risk Expenditure – 2025/26	0
Audit Fees	23
Operational Grant – Central Risk Expenditure – 2026/27	23
Total City's Estate Grant Funding – 2026/27	2,010

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Statement of Financial Activities	ASHTED COMMON							Notes
	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Unrestricted	
	2025-26 FY Original Budget £000	2025-26 FY Original Budget £000	2025/26 FY Original Budget £000	2026-27 FY Budget £000	2026-27 FY Budget £000	2026-27 FY Budget £000	2026-27 Budget Variance F / (A) £000	
Income								
City's Estate Grant Funding								
Core Grant (Local Risk)								
Core Grant	452	452	0	465	465	0	13	
Pay Settlement Adjustment	0	0	0	0	0	0	0	
Total Core Grant	452	452	0	465	465	0	13	
Additional Grant								
Operational - Surveyors Works	365	365	0	165	165	0	(200)	1
Operational - Corporate Recharges & Support Services	121	121	0	138	138	0	17	
Operational - Central Risk - Expenditure	0	0	0	4	4	0	4	
Total Additional Grant	486	486	0	307	307	0	(179)	
Capital and Projects								
Capital (Restricted)	0	0	0	0	0	0	0	
Other Projects (Restricted)	0	0	0	0	0	0	0	
Total Capital and Projects	0	0	0	0	0	0	0	
Total City's Estate Grant Funding	938	938	0	772	772	0	(166)	
Self-Generated Income								
Fundraising	55	55	0	0	0	0	(55)	2
Trading	1	1	0	2	2	0	1	
Learning Income	0	0	0	0	0	0	0	
Other Income	0	0	0	0	0	0	0	
Total Self-Generated Income	2,820	56	0	2	2	0	(54)	
Total Income	994	994	0	774	774	0	(220)	
Expenditure								
Local Risk Expenditure								
Direct Employees	368	368	0	374	374	0	(6)	
Indirect Employee Costs	6	6	0	8	8	0	(2)	
Fundraising	1	1	0	0	0	0	1	
Direct Trading	0	0	0	0	0	0	0	
Learning Expenditure	0	0	0	0	0	0	0	
Premises	16	16	0	16	16	0	0	
Conservation and Ecology	80	80	0	110	5	105	75	3
Access, Safety & Visitor Management	0	0	0	24	24	0	(24)	
Transport	10	10	0	11	11	0	(1)	
Equipment, Furniture and Materials	20	20	0	21	21	0	(1)	
Supplies and Services	7	7	0	8	8	0	(1)	
Total Local Risk Expenditure	508	508	0	572	467	105	41	
Central Risk Expenditure								
External Audit / Accreditation	0	0	0	0	0	0	0	
Insurance	0	0	0	4	4	0	(4)	
Other	0	0	0	0	0	0	0	
Total Central Risk Expenditure	0	0	0	4	4	0	(4)	
City Surveyors Works - Repairs and Maintenance								
Cyclical Works Programme (planned / backlog)	358	358	0	158	158	0	200	1
Repairs and Maintenance (reactive)	7	7	0	7	7	0	0	
Total City Surveyors Works	365	365	0	165	165	0	200	
Total Operational Expenditure (Before Recharges)	873	873	0	741	636	105	237	
Surplus / (Deficit) (Before Recharges)	121	121	0	33	138	(105)	17	
Total Corporate Recharges & Support Services	121	121	0	138	138	0	(17)	
Total Operational Expenditure (After Recharges)	994	994	0	879	774	105	0	
Surplus / (Deficit) (After Recharges)	0	0	0	(105)	0	(105)	0	
Central Risk - Depreciation	0	0	0	0	0	0	0	
Surplus / (Deficit) After Depreciation	0	0	0	(105)	0	(105)	0	
Restricted Capital Expenditure	0	0	0	0	0	0	0	
Restricted Expenditure from Reserves (not analysed above)	0	0	0	0	0	0	0	
Transfer (to) / from Fixed Asset fund	0	0	0	0	0	0	0	
Transfer (to) / from Unrestricted Reserves	0	0	0	0	0	0	0	
Transfer (to) / from Restricted Reserves	0	0	0	105	0	105	0	
Surplus / (Deficit) After Transfer to / (from) Reserves	0	0	0	0	0	0	0	
Total Revenue Expenditure	994	994	0	879	774	105	220	
Total Capital Expenditure	0	0	0	0	0	0	0	
Total Expenditure	994	994	0	879	774	105	220	

Notes

£200k reduction in grant relating to City Surveyor works explained by re-phasing of projects falling under Cyclical Works Programme (CWP) managed by the City Surveyor.

2 £55k variance due to grant income for Countryside Stewardship Scheme (CSS) shown under restricted funds in 2026/27.

3 Expenditure for conservation and ecology expenditure included within the charity's restricted fund budgets for 2026/27.

Appendix 6

Movement between 2025/26 and 2026/27 Grant from City's Estate

Ashtead Common	£000
Total City's Estate Grant Funding – 2025/26	938
Core Grant – 2025/26	452
3% uplift for inflation	14
Savings from corporate mobile phone contract	(1)
Core Grant – 2026/27	465
Operational Grant – Surveyor Works 2025/26	365
Re-phasing of works for Cyclical Works Programme (CWP)	(200)
Operational Grant – Surveyor Works – 2026/27	165
Operational Grant – Corporate Recharges and Support Services – 2025/26	121
Recharges from corporate departments	18
Reduced recharges from Directorate	(1)
Operational Grant – Corporate Recharges and Support Services 2026/27	138
Operational Grant – Central Risk Expenditure – 2025/26	0
Audit Fees	4
Operational Grant – Central Risk Expenditure – 2026/27	4
Total City's Estate Grant Funding – 2026/27	772

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City of London Corporation Committee Report

Committee: Epping Forest and Commons Committee	Dated: 27/11/2025
Subject: Epping Forest Risk Management	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides business enabling functions 	Corporate Plan Outcomes: Diverse engaged communities Vibrant thriving destination Providing excellent services Flourishing public spaces Leading sustainable environment Business enabling functions: Risk Management
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director Environment
Report author:	Joanne Hill, Environment Department

Summary

This report provides the Epping Forest and Commons 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. Risks are reviewed regularly within the Department as part of the ongoing management of the operations.

Your Committee is responsible for the Epping Forest charity (charity number 232990). 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.

The Epping Forest risk register is summarised in the main body of this report and provided in full at Appendix 1.

Recommendation

Epping Forest risk management: Members are asked to confirm, on behalf of the City Corporation as trustee, that the register appended to this report satisfactorily sets out the key risks to the charity and that appropriate systems are in place to identify and mitigate risk.

Main Report

Background

Corporate Risk Management Process

1. The City of London's Risk Management Framework incorporates the Risk Management Policy; the Risk Management Strategy 2024-29; and Risk Management Guidance and Training.
2. The Risk Management Policy outlines the City Corporation's overarching approach and requirements in risk management.
3. The Risk Management Strategy 2024-2029 articulates the City of London Corporation's approach to identifying, mitigating, and managing risk. It ensures that the City Corporation upholds duties, delivers priorities, and supports and aligns with organisational ambitions, including our Corporate Plan 2024-2029 strategic outcomes enabling delivery, continuous improvement and innovation.
4. Risks and mitigating actions are regularly reviewed by risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 2.
5. New and emerging risks are identified through several channels, including:
 - Directly by Senior Leadership Teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services. For example, changes to legislation, resource availability, severe weather events.

Risk governance and reporting

6. For each natural environment charity, the responsible Management Committee retains oversight of risk, with officers under their relevant delegated authority in the operational management of the charity having day-to-day responsibility for managing and controlling risk.

7. 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.
8. The City of London's Risk Management Framework requires each Chief Officer to report regularly to Committees on the risks faced by their department.
9. Your Committee, on behalf of the City Corporation as Trustee, reviews the risks faced by the Epping Forest charity on a quarterly basis to gain assurance that risks are being identified and managed effectively. This reporting frequency aligns with the City of London's Risk Management Framework and exceeds the requirements of the Charity Commission.
10. Detailed risk registers are presented every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception.
11. New risk management reporting appendices have recently been developed for use across all City of London departments as part of the *Informed Decision Making* objective of the Risk Management Strategy 2024-2029. These appendices are intended to help promote consistency and accuracy in risk management reporting to support strategic decision-making. Members will note that the risk register appended to this report takes this new format.

Current Position

Epping Forest Risks

12. The Executive Director Environment assures your Committee that all risks held by the Epping Forest charity continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
13. The Epping Forest Risk Register contains nine risks (four RED, nine AMBER, and one GREEN) which are owned and managed by the Assistant Director, Epping Forest, and her management team. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. The score of one risk (**'Security of site, staff and the public'**) has decreased; and one risk (**'Recruitment of suitable staff and workforce planning'**) is proposed for closure.
14. The detailed risk register (Appendix 1) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. All risks are also listed below with their current score, direction of travel, and notes summarising significant recent updates, where applicable.
 - **ENV-NE-EF 017: Tree event or failure**
(Current risk score: RED 24, constant)

- **ENV-NE-EF 018: Deterioration of Wanstead Park Reservoirs**
(Current risk score: RED 24, constant)
- **ENV-NE-EF 006: Failure of raised reservoirs**
(Current risk score: RED 16, constant)
- **ENV-NE-EF 008: Negative impacts from pests and diseases**
(Current risk score: RED, 16)
- **ENV-NE-EF 004: Decline in condition of built assets and infrastructure**
(Current risk score: AMBER 12, constant)
- **ENV-NE-EF 010: Negative impacts of development and encroachment**
(Current risk score: AMBER 12, constant)
- **ENV-NE-EF 015: Impacts of anti-social behaviour on staff and site**
(Current risk score: AMBER 12, constant)
- **ENV-NE-EF 016: Budget pressures**
(Current risk score: AMBER 12, constant)
- **ENV-NE-EF 019: Decline in condition of heritage assets**
(Current risk score: AMBER 12, constant)
- **ENV-NE-EF 003: Risk for health and safety**
(Current risk score: AMBER 8, constant)
- **ENV-NE-EF 005: Declining Site of Special Scientific Interest (SSSI) condition and Special Area of Conservation (SAC) Favourable Conservation Status**
(Current risk score: AMBER 8, constant)
- **ENV-NE-EF 009: Adverse impacts of extreme weather and climate change**
(Current risk score: AMBER 8, constant)
- **ENV-NE-EF 020: Security of site, staff and the public**
(Current risk score: AMBER 8, decreasing)
This risk was added to the register in August 2024, at a score of Amber 12 (possible/major) to address the need to provide staff with appropriate training to ensure adequate preparedness for potential terrorist attacks – in compliance with forthcoming ‘Martyn’s Law’ legislation (Protect Duty). The risk also covers more general site security needed to prevent unauthorised access to work compounds.
Training has now been provided to relevant staff, and security of the site has been incorporated into the Epping Forest Emergency Plan and Business Continuity Plan. The risk has now been decreased to the target score of

Amber 8 (unlikely/major). Ongoing work to ensure security of all working compounds will maintain the risk at this new level.

- **ENV-NE-EF 013: Recruitment of suitable staff and workforce planning**
(Current risk score, *GREEN*, 2)

It is proposed that this risk be closed as it is now managed effectively as 'business as usual'. The risk has been maintained at a score of Green 2 (unlikely with a minor impact) for over a year. Recruitment is now almost complete at Epping Forest; training and development plans have been embedded; and a new CRM system has been implemented to prevent the loss of undocumented knowledge/information when staff members leave.

Corporate and Strategic Implications

15. 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.
16. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan 2024-29, our Departmental high-level Business Plan, charity business plans, the Natural Environment Division's core strategies, and relevant corporate strategies, including, but not limited to, the Climate Action; Cultural; Sport; and Volunteering Strategies.
17. 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

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

Appendices

- Appendix 1 – Epping Forest Risk Register
- Appendix 2 – City of London Corporation Risk Matrix

Contact

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Joanne.Hill@cityoflondon.gov.uk

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ENV NE - Epping Forest Risk Register

Generated on: 24 October 2025



Rows are sorted by Risk Score

Risk Code	ENV-NE-EF 017	Risk Title	<i>Tree event or failure</i>
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<div>Page 15</div> Description	<p>Cause: Large numbers of older, more vulnerable trees throughout Epping Forest which require regular inspection and works to prevent failure. A rise in tree disease combined with extreme weather conditions due to climate change exacerbate the risk. Staff shortages due to the Target Operating Model (TOM) process have resulted in insufficient staff resources to complete necessary works and a backlog of tree works.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
24	Possible	Extreme

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major

Original Risk		
Risk Score	Likelihood	Impact
32	Likely	Extreme

Appendix 1

Red	Trend	Constant
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Amber	Target Date	31-Mar-2026
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Red	Creation Date	19-Apr-2023
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Latest Note	<p>This risk is actively managed with regular inspections of trees according to Forest-wide risks zones as well as the Severe Weather Protocol which is implemented in the event of large storms/high winds. Inspection surveys are completed by staff and also contracted out.</p> <p>Annual tree surveys have been reviewed and reprioritised and a scheme of works specified to address them. This will resolve the backlog of works by early 2026, using existing resources. Once the backlog is cleared, the risk score will be reassessed and reduced further if appropriate.</p>	10-Oct-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jacqueline Eggleston

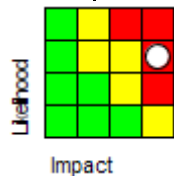
Associated Actions


Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 017a Tree safety works	Carry out tree safety survey and works.	<p>Annual tree surveys have been reviewed and reprioritised and a scheme of works specified to address them.</p> <p>This is an ongoing action which will be kept under close and regular review.</p>	10-Oct-2025	Jacqueline Eggleston	31-Mar-2026
ENV-NE-EF 017b Severe Weather Protocol	Continue to enforce the Severe Weather Protocol as appropriate and keep it under regular review.	A Severe Weather Protocol is in place which details planning and response, in particular to high winds. We are unable to 'close' the Forest during such events but social media and staff broadcast messages to warn members of the public to avoid the Forest, and	10-Oct-2025	Jacqueline Eggleston	31-Jan-2026

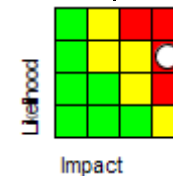
		<p>serious or large scale events are followed by a programme of walking trails and paths to find and action resulting dangers such as hanging tree limbs.</p> <p>The Protocol has been reviewed and some minor changes have been made.</p> <p>This is an ongoing action which will be kept under regular review. The 'Due Date' shown is the date of the next review.</p>			
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Risk Code	ENV-NE-EF 018	Risk Title	<i>Deterioration of Wanstead Park Reservoirs</i>
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Description	<p>Cause: Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p>Event: Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p>Effect:</p> <ul style="list-style-type: none"> • Potential for loss of life or injury to staff/residents. • Legal action by the Environment Agency. • Low level flooding of the park and surrounding residential/commercial areas. • Damage to a listed landscape. • Requirement for significant immediate CoL funds to repair damage. • Civil claims/financial loss claims made from residents/ businesses. • Adverse effect on the reputation of the City Corporation (local/national media interest). • Park closed for several weeks.
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Current Risk		
Risk Score	Likelihood	Impact
24	Possible	Extreme
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Rare	Extreme
Amber	Target Date	30-Nov-2026

Original Risk		
Risk Score	Likelihood	Impact
24	Possible	Extreme
Red	Creation Date	09-Dec-2019

Latest Note	An engineering study completed in November 2020 recommended a lower level of activity required than originally envisaged. While the Large Raised Reservoirs (LRRs) are classified as High Risk under the Reservoirs Act 1975 and the Flood and Water Management Act 2010, their Dam Category of C or D means that the outcome of failure	24-Oct-2025
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Page 129	<p>is relatively small. A further additional assessment of the interaction between the River Roding and Ornamental Waters has been undertaken.</p> <p>The project progressed through Gateway 4 in January 2023.</p> <p>Detailed designs for dam strengthening works and the reinstatement of the up-cascade pumping system are now being progressed with procurement having been delayed.</p> <p>The City Surveyors are progressing works to reinstate the River Roding pumphouse and other land drainage works to increase water supply to the Ornamental Water. This has been delayed due to funding issues which have now been resolved. An application for winter abstraction has been submitted to the Environment Agency (EA) and they have now issued the case to an EA Officer for consideration.</p> <p>A new officer group has been created to coordinate the projects within the park; including issues related to water levels.</p> <p>A new Wanstead Park Project Officer has been appointed and is now in place. They are beginning stakeholder engagement. This role will support the progression of this project and the refresh of the Wanstead Parkland Plan.</p> <p>In October 2021, a weekly inspection of the Perch Pond dam revealed a leak in the vicinity of the outflow structure. This has been resolved and the source identified, in consultation with the supervising Panel Engineer.</p> <p>The target date for reducing the risk score has been extended to November 2026.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Emily Brennan

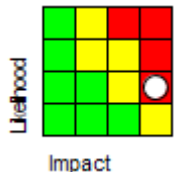
Associated Actions


Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
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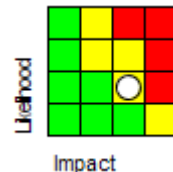
ENV-NE 007d Environment Agency Actions	Confirm to EA that measures in the interest of safety have been completed.	<p>The Supervising Panel Engineer is kept up to date with the project's progress during their six-monthly inspections of the lakes, during which the Panel Engineer determines if further action is required. The next inspection is due in April 2026 alongside the Section 10 inspection.</p> <p>The 10-yearly Section 10 inspection is due to be undertaken by the Inspection Panel engineer 21-22 April 2026.</p> <p>Gateway 4 approval has now been received.</p>	24-Oct-2025	Tim Munday	30-Apr-2027
ENV-NE 007h Gateway 5 Report	<p>A Gateway 5 report will be prepared to request funding and permission to progress works on site.</p> <p>Procurement and progression of detailed designs, tendering for site works, gaining required permissions, design consultation, enabling works and to works to begin on site.</p>	Due to uncertainty regarding the requirements that may arise following the Section 10 inspection, work on tendering and procurement are currently paused. The exercise is now expected to take place in summer 2026. This will enable greater certainty on works associated with the up-cascade pumping, which is dependent on an EA licence to abstract from the River Roding being granted. The due date of the action has been set accordingly.	24-Oct-2025	Tim Munday	30-Sep-2026

Risk Code	ENV-NE-EF 006	Risk Title	<i>Failure of raised reservoirs</i>
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Description	<p>Cause: Inadequate design; insufficient prescribed maintenance; leaks compromising dam integrity; failure to implement Panel Engineer's recommendations; failure to keep dams clear of vegetation; failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR.</p> <p>Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse.</p> <p>Effect: Loss of life; damage to downstream land/property; litigation; risk of prosecution; reputational harm; damage to/loss of habitat and associated rare species; fines from Environment Agency.</p>		
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Current Risk		
Risk Score	Likelihood	Impact
16	Unlikely	Extreme
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Rare	Extreme
Amber	Target Date	31-Oct-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Creation Date	19-Aug-2015

Latest Note	<p>A suitable 'design-and-build' contractor is being sought to carry out the works on Baldwins Pond, but it is unlikely that works will commence before summer 2026 (although funding is in place). Despite the delayed start, inspections by the Reservoir Engineer ("Panel" Engineer) have shown no evidence that the leakage of the dam (nor risks associated with this) has changed in recent years.</p> <p>The ongoing weekly inspections of all reservoirs/dams by staff, and the six-monthly inspections by the Reservoir Engineer ("Panel" Engineer) reduce the likelihood of the risk occurring. Therefore, at the end of 2024, the current score was reduced from 24 (possible/extreme) to 16 (unlikely/extreme).</p> <p>While it will be possible to further reduce the likelihood of the risk occurring as works are completed, the impact</p>	28-Oct-2025
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Appendix 1

	would remain extreme should the risk occur. Therefore, the target is to reduce the overall score to 8 (rare/extreme).	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jacqueline Eggleston

Associated Actions

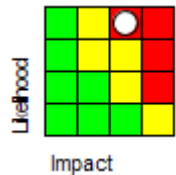
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 006a Panel Engineer inspections	Statutory inspection visits by engineer - 6 monthly.	Twice yearly inspections completed on schedule as agreed with the Panel Engineer. The most recent inspection was carried out in May 2025; the next is due in November 2025.	28-Oct-2025	Laura Lawson	30-Nov-2025
ENV-NE-EF 006c Internal inspection regime	Weekly inspection of reservoirs/dam.	Digital Blue Books are completed at agreed intervals. Formal recording has moved to an online process. This is an ongoing action which is reviewed quarterly - the Due Date shown is the date of the next review.	28-Oct-2025	Laura Lawson	31-Jan-2026
ENV-NE-EF 006e Baldwins Pond	Undertake scoping evaluations for Baldwins Pond.	A Design-Build contractor is being sought. Works are now unlikely to commence until summer 2026.	28-Oct-2025	Jacqueline Eggleston	31-Oct-2026
ENV-NE-EF 006f Rookery Wood, Tudor Square Pond	Maintenance of Rookery Wood, Tudor Square Pond. Conservation management of Copped Hall.	The remedial works on the culverts within the Rookery Wood Reservoir will be undergoing a feasibility assessment, and a report will be presented to the Epping Forest and Commons Committee. Work is to be partially funded through the Cyclical Works Programme and	28-Oct-2025	Jacqueline Eggleston	31-Jan-2026

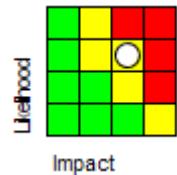
		<p>funding for the remaining costs is still to be identified.</p> <p>The aim is to complete the remedial works to the culverts in 2027 and this action will be kept under regular review - the due date shown is the date of the next review.</p>			
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Risk Code	ENV-NE-EF 008
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Risk Title	<i>Negative impacts from pests and diseases</i>
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Description	<p>Cause: Lack of adequate controls on international trade encourages transmission of invasive non-native species (INNS), pests and pathogens (e.g. sudden oak death a Phytophthora disease, fungal pathogens, including Biscogniauxia species); climate change; inadequate site biosecurity often through conscious public release of organisms within the Forest. Such species can include Rhododendrons, snowberry, Japanese knotweed, giant hogweed and Himalayan balsam, for example. Similarly, this would include grey squirrels, muntjac, mink and non-native invertebrate 'pest' species (Oak Processionary moth).</p> <p>Event: Sites become occupied by such organisms which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some organisms have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a). Oak Processionary moth leads to tree defoliation. INNS threaten the biodiversity of native and ancient woods, because they are able to exclude, damage or suppress the growth of native tree, shrub and ground species (and their associated typical species), reduce structural diversity and prevent the natural regeneration of characteristic site-native species.</p> <p>Effect: Loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites. Harm to individuals or spread of disease. Once such species are established, the measures to control them may also impact negatively on the features of interest (e.g. use of broad spectrum pesticides).</p>
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Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Oct-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	19-Aug-2015

Latest Note	Tree diseases such as Phytophthora (Ramorum) present a real threat to Beech: this pathogen uses Rhododendron species as a host for part of its life cycle. It has been recorded in Rhododendron regrowth in Warren Plantation,	24-Oct-2025
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Page 135	<p>treatment and management involving spraying and preventing rhododendron regrowth continues. Annual inspections are carried out by APHA and will continue. The 2025 inspection by APHA has come back as negative, however, advice is that the infection is unlikely to be 100% gone, therefore still there are some risks of spreading of the disease. APHA has advised to continue keeping the area secured by putting signage up to deter the public from entering and monitoring for any symptom of infection.</p> <p>Oak Processionary Moth (OPM) surveys have been undertaken inhouse and completed annually, where required; results shows that occurrences have reduced.</p> <p>The Hazardous Tree Programme surveys for increases in a wide variety of tree diseases and appropriate action is taken should any be identified.</p> <p>Sweet Chestnut Blight was recorded within Epping Forest SSSI via lab results on one tree by the Forestry Commission and Forest Research in Summer 2025. The Epping Forest team is waiting for the Statutory Plant Health Notice and will undertake removal of the tree.</p> <p>Harmful algal blooms (HABs): Under nutrient-rich eutrophic conditions Cyanobacteria (Blue-Green Algae) can produce HABs producing harmful toxins which can kill wild animals, livestock and pets and induce skins rashes and sickness in humans. This is a seasonal issue as it is driven by increasing temperatures and low water levels.</p> <p>Monitoring of Foot and Mouth Disease, Blue Tongue and Avian Influenza continues.</p> <p>The target date for the risk has been extended to reflect the ongoing presence of pests and diseases, including Ramorum.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jacqueline Eggleston

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
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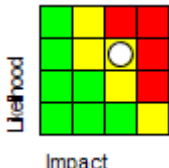
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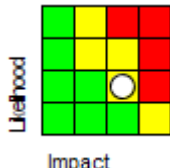
ENV-NE-EF 008c INNS, Pests and Pathogens Policy	Develop a Natural Environment Divisional approach to INNS, pests and pathogens.	<p>Monitoring for pests and diseases is part of our ongoing processes. Each and any new disease is dealt with according to the appropriate lead body, e.g. APHA.</p> <p>Officers are working with colleagues in the Environment Department's Environmental Resilience Team and across the other open spaces to develop a division-wide approach to INNS, pests and pathogens.</p> <p>The development of an INNS, pests and diseases policy for Epping Forest is an objective in the new five-year Business Plan.</p>	24-Oct-2025	Tanith Cook	31-Mar-2026
ENV-NE-EF 008m Harmful Algal Blooms (HABs)	HABs monitoring and awareness raising.	<p>A reactive process for HABs is in place. Visual inspections increase over the summer months. Positive testing for HABs by the Environment Agency will lead to health warning signage and social media messaging.</p> <p>This action is kept under review - the due date shown is the date of the next review.</p>	24-Oct-2025	Laura Lawson	31-Jan-2026

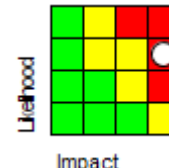
Risk Code	ENV-NE-EF 004
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Risk Title	<i>Decline in condition of built assets and infrastructure</i>
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Description	<p>Causes: Insufficient maintenance resource; limited ability to influence how resources are allocated.</p> <p>Event: Failure to meet statutory regulations and checks. Assets deteriorate to unusable/unsafe condition.</p> <p>Effect: Poor condition of assets; loss of value; cost of repair rises; inability to fulfil potential of assets, including financial potential. Reputational risk (including media coverage, stakeholder group escalations and Consultative Group complaints).</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
24	Possible	Extreme
Red	Creation Date	19-Aug-2015

Latest Note	<p>This risk addresses non-heritage assets and infrastructure only and the score has been set on that basis. Risk ENV-NE-EF 019 addresses the decline in condition of heritage assets.</p> <p>Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications. The Chief Officer in occupation is to be closely supported by the City Surveyor's Department and the Environment Department Head of Estates as subject matter experts.</p> <p>Recent approval of maintenance backlog funding is welcome, and work is underway, in partnership with the City</p>	10-Oct-2025
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Appendix 1

	<p>Surveyor's Department (CSD), to prioritise those works or to reallocate funding or resource to other projects within the charity, particularly those that are on the Heritage at Risk register, or have the potential to generate income.</p> <p>Asset registers for built assets are undergoing review and being transferred into a new system with additional information. However, this does not include infrastructure assets such as bridges and culverts. The Assistant Director Charity Development is taking forward recommendations for changes to ways of working with CSD and other corporate departments.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jacqueline Eggleston

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 004d Statutory compliance of buildings and infrastructure	Schedule of statutory checks and visits held and carried out by City Surveyor's Department (CSD) or delegated to site.	<p>Statutory audits and checks are now up to date for lodges and buildings, however, this is subject to recommendations for changes to future agreements with CSD.</p> <p>Concern remains on key infrastructure such as bridges and culverts. This may be addressed through recommendations for a full Service Level Agreement between the Natural Environment Division and CSD.</p>	10-Oct-2025	Jacqueline Eggleston	31-Jan-2026
ENV-NE-EF 004e Annual building inspections	Joint inspection of all buildings including residential by site and City Surveyor's Department (CSD) to capture maintenance needs. Required annually.	Annual tenant/occupier surveys should be reinstated by CSD, with a recommendation that they are carried out by a competent third party and that findings should feed into future maintenance plans and prioritisation.	10-Oct-2025	Jacqueline Eggleston	31-Jan-2026
ENV-NE-EF	Put actions and processes in	Car parks continue to be in declining condition	10-Oct-2025	Jacqueline	31-Jan-2026

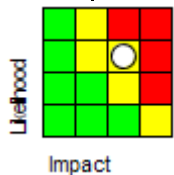
004g Upkeep of operational facilities	place which ensure the upkeep and development of the Forest.	with surfacing and maintenance being provided through local risk. Provision for car park surfacing was contained within the CWP but has recently been withdrawn. Works on car park surfacing have been completed and were funded from local budgets and resources.		Eggleston	
ENV-NE-EF 004j Maintain the path network	Monitor the path network annually and carry out necessary maintenance.	<p>The path network will be monitored annually and a maintenance programme prepared to address issues raised.</p> <p>A programme of work to spend the £250k RASC (Resource Allocation Sub (Policy and Resources) Committee) funding for environmental damage to paths caused by high levels of use by visitors is now being established.</p> <p>SAMMS funding has been used for the surfacing of priority path improvements at Chingford.</p>	10-Oct-2025	Jacqueline Eggleston	31-Jan-2026
ENV-NE-EF 004m Delivery of works	City Surveyor's Department to deliver works as agreed and funded either by CWP funds and/or directly by the Environment Department.	<p>The CSD's Operations Group deliver work packages as agreed with the Environment Department, within agreed allocated funds, timelines and specifications. This is delivered either via the Cyclical Works Programme (CWP), capital and/or local risk budget.</p> <p>Regular liaison meetings are held between Environment and CSD to manage the delivery programme, and to ensure any risks / issues /</p>	13-Oct-2025	Peter Collinson	31-Dec-2025

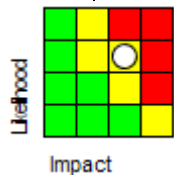
		conflicts / etc are escalated and understood by all parties.			
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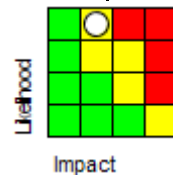
Risk Code	ENV-NE-EF 010
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Risk Title	<i>Negative impacts of development and encroachment</i>
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Description	<p>Cause: Lack of suitable protections in Epping Forest Acts; Planning Authorities obligations to meet housing targets; failure to monitor and challenge housing and other development plans; lack of resources to employ specialist support or carry out necessary monitoring/research.</p> <p>Event: Large housing, transport infrastructure or other developments on land affecting Epping Forest.</p> <p>Effect: Change in character to the context and setting of Forest Land; potential increase in visitor numbers and recreational pressure; increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity; further increases in traffic volumes on local road network.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Jan-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	19-Aug-2015

Latest Note	<p>Income from the Strategic Access Management Measures (SAMMs) is now being received and recruitment to a SAMMs post is ongoing.</p> <p>Additional Forest Keepers have been recruited which will enable instances of encroachment to be noticed sooner, and then be addressed.</p> <p>Air quality monitoring for the SAC Shared Nitrogen Action Plans (SNAPs) led by Natural England with Epping Forest staff contributing was completed in Spring 2025 with results and next steps from Natural England in the pipeline. This plan proposes piloting SNAPs to address nitrogen impacts at specific locations. Each SNAP would</p>	10-Oct-2025
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Appendix 1

	<p>assess current nitrogen levels and sources, forecast future reductions from broader policies, outline local mitigation strategies, and recommend habitat restoration to counter nitrogen-related damage</p> <p>In relation to planning applications on the edge of the Forest, we monitor these and will comment when a risk to the Forest is identified.</p> <p>Officers will monitor developments as part of the Local Government reorganisation (Devolution Bill) and other changes to planning and legislation, to assess how they may impact Epping Forest.</p> <p>We accept that we cannot reduce the risk score any further at present, but the ongoing actions will maintain the risk at its current level. The target date shown is the date of the next review.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jacqueline Eggleston

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 010a Local authorities/Counties Local Plans and Core Strategies	Epping Forest DC Local Plan: Attend meetings and respond to consultation on the local plan in order to influence the content of the Plan and the Memorandum of Understanding between EFDC and Natural England. LB Waltham Forest Core Strategy and other LA actions plans: Respond to any further consultation.	Officers have commented on inadequacies on the South Epping Masterplan; the revision of the National Planning Policy Framework (NPPF) in relation to green belt; and the Planning and Infrastructure Bill. This is an ongoing action. The 'Due date' is the date of the next scheduled review.	10-Oct-2025	Tristan Vetta	31-Jan-2026
ENV-NE-EF	Development and ongoing work	Progress is being made and the Strategy is	10-Oct-2025	Jacqueline	31-Mar-2026

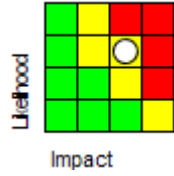
Appendix 1

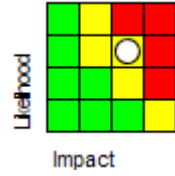
010c Forest Transport Strategy	on the Forest Transport Strategy	<p>now in draft. Meetings are held every two months with the District Council and the intention is to extend consultation to other relevant authorities.</p> <p>Work is continuing on the Forest Transport Strategy. Currently, focus is on the A104 Safety Plan. Due to delays on the A104 Scheme, partner officers have not been able to progress this to the planned schedule and consultation on the draft strategy will now commence in February 2026/</p>		Eggleston	
ENV-NE-EF 010e Strategy to address visitor pressure	Develop a strategy to address visitor pressure.	A strategy to address the impact of visitor pressure is being developed under the SAMMS agreement. This is due to be completed by the end of 2025.	10-Oct-2025	Jacqueline Eggleston	31-Dec-2025

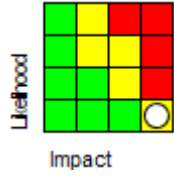
Risk Code	ENV-NE-EF 015
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Risk Title	<i>Impacts of anti-social behaviour on staff and site</i>
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Description	<p>Cause: Anti-social, irresponsible or unsafe behaviour, including irresponsible dog owners, rough sleepers, unlicensed activity.</p> <p>Event: Crime; user conflict; trespass; fly-tipping; hazardous litter; dog fouling; dog attacks; abandoned/burnt out vehicles; traveller incursions; illegal motorbike use.</p> <p>Effect: Negative PR; injury to visitors; risk to wellbeing and safety of members of staff; damage to Forest land; insurance claims; illegal occupancy of Forest land; increase in costs of managing public behaviour.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Jan-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Rare	Extreme
Amber	Creation Date	19-Aug-2015

Latest Note	<p>We work in partnership with a range of Police and Anti-Social Behaviour managers to manage this risk.</p> <p>A range of targeted sessions, such as volunteer litter picks take place.,</p> <p>There is a continued need to monitor anti-social behaviour and address new issues as they arise. Increased Keeper and Enforcement resources are now in place to keep the risk under control and keep it at the current level.</p> <p>The target date shown is the date of the next risk review.</p>	13-Oct-2025
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Risk Level	Service
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Risk Approach	Accept
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Department	Environment
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Risk Owner	Jacqueline Eggleston
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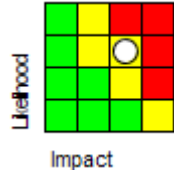
Associated Actions


Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 015f Develop and improve joint working	Develop stronger links and become a trusted partner with EFDC, LBWF, LBR and LBN. New relationships with officers in local authorities need creating/developing following staff changes Ongoing action	We work in partnership with a range of Police and ASB managers to address this risk. This is ongoing and improving, for example, a recent joint training session on dealing with fly-tipping was held with local authorities and the Police. We have, and continue to, undertake targeted ASB and fly-tip operations in conjunction with neighbouring Local Boroughs, the Police, Safer Neighbourhood Teams, local Councillors, and a representative from the Local MP's office. This is an ongoing action - the due date shown is the date of the next review.	13-Oct-2025	Laura Lawson	31-Jan-2026
ENV-NE-EF 015i Address problematic public behaviour	Take appropriate action to address cases of anti-social, irresponsible and unsafe public behaviour.	Officers continue to monitor rough sleeping, fly-tipping, anti-social behaviour and conflict between forest users. Officers work with appropriate local authorities and agencies to deal with individual cases. This is an ongoing action - the due date shown is the date of the next review.	13-Oct-2025	Laura Lawson	31-Jan-2026

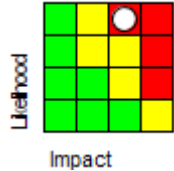
Risk Code	ENV-NE-EF 016
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Risk Title	<i>Budget pressures</i>
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Description	<p>Cause: Prices continues to rise putting increased pressure on the Corporation's budgets. Some key Natural Environment Division income streams are also likely to reduce due to revisions to EU common agricultural policy (CAP) regulation, transition from Basic Payment Scheme (BPS) (total cessation in 2027) and UK interpretation and tightening of qualifying eligibility criteria.</p> <p>Event: Possible reduction in deficit funding from the CoL; reductions in direct grant available from the Environment Agency or Rural Payments Agency (RPA) to deliver agricultural/conservation activity, especially conservation grazing. NE Division may be unable to deliver spend to profile or income generation programmes to agreed targets and timescales.</p> <p>Effect: Adverse impact on service delivery: reduction in income and rising costs mean that less work can be delivered. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing. Reduction / loss of biodiversity, negative impacts on visitor infrastructure and experience.</p>
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Page 146	Current Risk		
	Risk Score	Likelihood	Impact
	12	Possible	Major
	Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	30-Sep-2026

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	18-May-2016

Latest Note	The risk for the current financial year is low due to vacant posts. We are now in receipt of a City of London grant that will be maintained at the current level for the forthcoming financial year. Therefore, this risk will be reviewed annually as part of the budget setting process.	13-Oct-2025
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Risk Level	Service
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Risk Approach	Reduce
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Department	Environment
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Risk Owner	Jacqueline Eggleston
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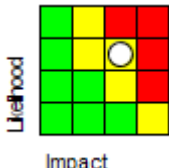
Associated Actions

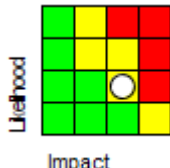
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 016e Next round of savings to be agreed	Working to deficit budget reduction targets by increasing income generation.	<p>Net income from car parking, lodge rentals and commercial wayleaves has met current budgets, but further efficiencies and income enhancement must be found over the coming years.</p> <p>The Natural Environment Division's strategies include a focus on income generation. We are also awaiting the outcome of the Natural Environment Charity Review which may present additional opportunities through changes to financial structures and governance.</p>	13-Oct-2025	Jacqueline Eggleston	30-Sep-2026

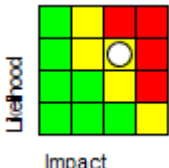
Risk Code	ENV-NE-EF 019
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Risk Title	<i>Decline in condition of heritage assets</i>
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Description	<p>Cause: Insufficient maintenance resource; damaging activity by visitors.</p> <p>Event: Heritage assets deteriorate to unusable, unsafe condition with loss of registered heritage features.</p> <p>Effect: Reputational risk including adverse media coverage and complaints; loss of noted heritage features; increasing cost of repair; fines from statutory bodies.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	19-Aug-2024

Latest Note	<p>Action plans are in place to address each of the assets/asset groups. Funding is the major barrier: we are working to identify funding sources.</p> <p>The Grade II* registered Park and Garden, Wanstead Park, remains at risk with Historic England (it has been on the Heritage at Risk register since 2009, listed as declining condition). However, a programme board is now in place overseeing multiple projects to address different aspects. Although funding is now in place to progress the Wanstead Park Temple to removal from the Heritage at Risk Register, this alone is not sufficient to reduce the overall risk score.</p> <p>A Wanstead Park Project Officer is now in place.</p>	13-Oct-2025
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Appendix 1

	<p>Minor damage to Ambresbury Bank Scheduled Ancient Monument was reported Summer 2025 due to mountain bikers digging on the site.</p> <p>Ongoing conversation with Historic England on the Copped Hall Parkland Tudor Square Pond in Rookery Wood and feasibility work required to understand the potential for the removal of the poplar plantation. Historic England want to add the Tudor Square Pond to the list of scheduled monuments as they've assessed the site to be of national importance. City Engineers are progressing the tender for the dam repair works associated with the Tudor Square Pond, which will look at three options and costings for these.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jacqueline Eggleston

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 019a Protect Scheduled Ancient Monuments	<p>Maintain the condition of the scheduled ancient monuments (SAMs).</p> <p>Improve the current state of knowledge of the extent of the monuments.</p> <p>Protect the monuments from erosion due to visitor activities.</p>	<p>Conservation Management Plans are in place for Loughton Camp and Ambresbury Bank to manage the conflicting risks of protection of the Scheduled Ancient Monuments (SAMs) and the veteran trees upon the monuments. The SAM at Purlieu Bank (2 sections) is subject to ongoing review.</p> <p>Loughton Camp, Ambresbury Bank and Purlieu Bank have Countryside Stewardship Scheme (CSS) funding for land management practices which will restore the sites.</p> <p>Specific plans are being prepared to alter public use of SAMs to prevent erosion.</p>	24-Oct-2025	Jacqueline Eggleston	31-Dec-2025

Appendix 1

		<p>Signage and patrols are in place. Use of dead hedging and physical measures are being considered.</p> <p>Historic England is working on detailed analysis of the LiDAR survey of SAMs which will inform future protection measures.</p>			
ENV-NE-EF 019b Wanstead Parkland	Identify potential funding / partners and submit bid. Funders may include HLF.	Work to refresh the Wanstead Parkland Plan is ongoing and project works will be subject to identification of funding.	13-Oct-2025	Jacqueline Eggleston	31-Jan-2026
ENV-NE-EF 019c Wanstead Park - The Grotto	Wanstead Park - The Grotto	A Restoration and Maintenance Plan has now been completed which will remove The Grotto from the Heritage at Risk Register. The Planning Application was approved and City Surveyor's Department is going out to tender for the works. The project has commenced and is due to end in December 2025.	13-Oct-2025	Jacqueline Eggleston	31-Dec-2025
ENV-NE-EF 019d Warren House	Warren House	Warren House is a Grade II* listed building in declining condition. There is a high risk that it will be added to the Heritage at Risk Register. Fully costed plans for financially sustainable use have been completed, however, clarification over land type through the Natural Environment Charity Review is necessary as a first step to identify available funding and maintain the building as an asset of the charity.	13-Oct-2025	Jo Hurst	31-Dec-2025
ENV-NE-EF 019e Queen	Queen Elizabeth Hunting Lodge	A Conservation Management Plan is being prepared for the Queen Elizabeth Hunting	24-Oct-2025	Jacqueline Eggleston	31-Dec-2025

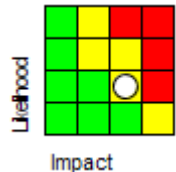
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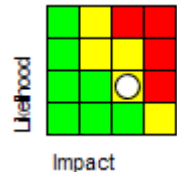
Elizabeth Hunting Lodge		Lodge.			
ENV-NE-EF 019f Tudor Square Pond - Rookery Wood	Tudor Square Pond – Rookery Wood	<p>A CSS grant application will be submitted to complete a feasibility assessment for the potential removal of the poplar plantation.</p> <p>Officers are working with City Engineers to ensure Environmental and Heritage features are considered and costed into their works.</p>	24-Oct-2025	Tanith Cook	31-Jan-2026

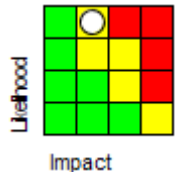
Risk Code	ENV-NE-EF 003
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Risk Title	<i>Risk for health and safety</i>
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Description	<p>Cause: Poor understanding and/or delivery of Health and Safety policies and procedures; failure to link work activity with adequate procedures; risk assessments and safe systems of work not undertaken or completed incorrectly; inadequate appropriate training; failure to implement the results of audits; inadequate equipment maintenance.</p> <p>Event: Staff, volunteers, contractors or licensees undertake unsafe working practices. Insufficient staff numbers and heavier workload for those who are in post.</p> <p>Effect: Injury or death of staff, volunteers, contractors, licensees or members of the public; prosecution by HSE and/or Police; increased insurance premiums; harm to City's reputation; fine levied by HSE; staff experience higher levels of physical and mental stress.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Jan-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	19-Aug-2015

Latest Note	<p>We continue to prioritise all necessary monitoring, audits and risk assessments.</p> <p>A programme of training is required as we move forward with recruitment and cross skilling into new structures. The bulk of recruitment is now complete, and training has been rolled out to new staff.</p> <p>We have further reviewed our Emergency Plan/Major Incident Plan and made improvements. Sections have been added for use in the event of specific situations which make the plan clearer, and more useful. The revised Plan has been used and worked effectively.</p>	10-Oct-2025
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	<p>A new Corporate H&S reporting system is now in place and being used. This gives greater oversight of incidents being reported.</p> <p>We do not consider it will be possible to reduce the risk score further and accept it at the current level. A health and safety risk will always be present, but the processes, training, checks and systems in place will maintain the score of 8. We keep the risk under continual review, implementing additional actions as appropriate, and will amend the current or target score should that become necessary.</p> <p>The target date shown is the date the risk will next be reviewed</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jacqueline Eggleston

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 003c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review.	A health and safety training (operational) system is in place and established. Expiring training is known in advance and scheduled. A training matrix link to induction for new starters is in place. This is an ongoing action - the 'Due Date' shown is the date of the next review.	10-Oct-2025	Jacqueline Eggleston	31-Jan-2026
ENV-NE-EF 003e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements enables cascading of decisions, issues, responsibilities and	All roles and responsibilities are outlined and clarified in the agreed local Health and Safety statement. The Emergency Plan has recently been reviewed and proven effective. Health and safety communications have also been reviewed to ensure they are effective and timely.	10-Oct-2025	Jacqueline Eggleston	31-Jan-2026

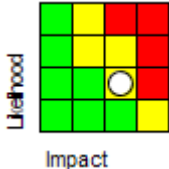
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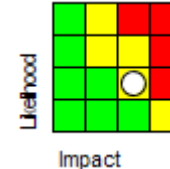
	communications.	This is an ongoing action, the Due Date shown is the date of the next review.			
ENV-NE-EF 003f Annual licensee checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	Statutory checks of licensees take place as necessary. This is an ongoing action - the Due Date shown is the date of the next review.	10-Oct-2025	Tristan Vetta	31-Jan-2026
ENV-NE-EF 003i Site based risk assessments	Carry out a programme of site-based risk assessments across the Forest.	A programme of site-based risk assessments is commencing to create detailed Risk Assessments across the Forest in terms of visitor safety. We expect this will take at least two years to complete.	10-Oct-2025	Laura Lawson	31-Mar-2027
ENV-NE-EF 003j Review of risk assessments	Carry out a review and update of all risk assessments used by Epping Forest.	A review and update of all risk assessments used by Epping Forest is underway and the revised versions will be uploaded to the new corporate system – Safety Net.	24-Oct-2025	Jacqueline Eggleston	31-Mar-2027

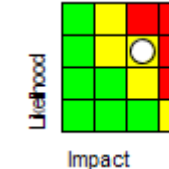
Risk Code	ENV-NE-EF 005
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Risk Title	<i>Declining Site of Special Scientific Interest (SSSI) condition and Special Area of Conservation (SAC) Favourable Conservation Status</i>
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Description Page 155	<p>Cause: Lack of appropriate habitat and tree management (e.g. pollarding); undergrazing; Invasive Non-native Species (INNS); pests and diseases; wildfires; anthropogenic nitrogen deposition (air pollution); water pollution; public access/recreational disturbance; and climate change - changes in species distribution, inappropriate water levels. Not following the SAC Conservation Objectives needed to conserve and restore the SAC.</p> <p>Event: Unfavourable assessment by Natural England, declining SSSI condition and deterioration of the integrity of the SAC and not achieving the Favourable Condition Status of its Qualifying Features.</p> <p>Effect:</p> <ul style="list-style-type: none"> • Decrease in % SSSI units in favourable condition (currently 26.14%); • decrease in % SSSI units in unfavourable recovering condition (currently 57.50%); and/or • decrease in % SSSI features in favourable condition (currently 46.15%); • decrease in % SSSI features in unfavourable recovering condition (currently 7.69%); • deterioration of the SACs qualifying features; • loss of current grant funding (e.g. Countryside Stewardship Scheme (CSS)); • reputational damage; • fines from Natural England and Defra.
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Jan-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	19-Aug-2015

Page 156 Test Note	<p>Works continue under the two CSS grants to address the condition of the SSSI and SAC. These works will continue until 2029 for Forest 1 Grant, and until 2033 for Forest 2 Grant. In 2027/2028 a review and application for a new CSS Grant post 2029 and 2033 will be undertaken to continue funded work, providing these Government funded grants still exist.</p> <p>In 2023 Government set a long-term commitment to have 75% of SSSIs in favourable condition by 2042 under the Environmental Improvement Plan (published in 2023 in accordance with the Environment Act 2021, as the first revision to the 25 Year Environment Plan published in 2018). Two interim targets were also set for SSSIs to be achieved by the end of January 2028, these were:</p> <ul style="list-style-type: none"> • To have an up-to-date condition assessment for every SSSI. • To have actions on-track to achieve favourable condition on 50% of SSSI features by 2028. <p>Natural England has a programme of SSSI condition assessment surveys which began in 2024 and are due to be carried out over a four-year period. Unfortunately, the programme of monitoring features (amphibian and invertebrate assemblages) in the period 2025-2026 has not been undertaken by Natural England due to their resourcing and funding gaps. This is likely to push the wider feature monitoring programme back and delay updates on the condition of the SSSI features.</p> <p>Impacts on the SAC and SSSI features due to public access and recreation will be better supported in 2025 following recruitment of the SAMMs officers.</p> <p>Air quality monitoring for the SAC Shared Nitrogen Action Plans (SNAPs), led by Natural England with Epping Forest staff contributing, was completed in Spring 2025 with results and next steps from Natural England in the pipeline. This plan proposes piloting SNAPs to address nitrogen impacts at specific locations. Each SNAP would assess current nitrogen levels and sources; forecast future reductions from broader policies; outline local mitigation strategies; and recommend habitat restoration to counter nitrogen-related damage.</p> <p>We have accepted the risk at its current score as there are too many external contributing factors which are beyond our control. The actions will maintain the risk at the current level, and it will be kept under regular review: the target date shown is the date of the next review.</p>	24-Oct-2025
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Appendix 1

Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jacqueline Eggleston

Associated Actions

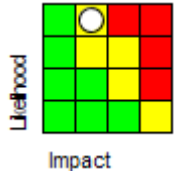
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 005e Recruit SAMMs Officers	Recruit a SAMMs Manager and Officers, and implement a SAMMs agreement.	A new SAMMs team will be appointed in early 2026 to deliver mitigation measures 'on the ground'.	24-Oct-2025	Tristan Vetta	31-Mar-2026
ENV-NE-EF 005f Habitat Management Plans	Update Habitat Management Plans.	Habitat Management Plans are being updated to take into account Countryside Stewardship Scheme habitat restoration work and SSSI condition assessments feedback.	24-Oct-2025	Tanith Cook	31-Dec-2026
ENV-NE-EF 005g Leaky dams	Climate Action Strategy - leaky dam installation.	Implement a large-scale natural flood management project in Epping Forest, by constructing leaky dams and ponds designed to lower flood risk and address water stress for trees and plants during drought periods.	24-Oct-2025	Tanith Cook; Heinz Traut	31-Mar-2027
ENV-NE-EF 005h Wildfire review	Annual wildfire review.	An annual wildfire review will be undertaken to guide habitat management.	24-Oct-2025	Tanith Cook; Laura Lawson	30-Sep-2026
ENV-NE-EF 005i Grazing and herbivore impact assessment	Update grazing and herbivore impact assessment.	The grazing and herbivore impact assessment will be updated over the coming years to help guide habitat management.	24-Oct-2025	Tanith Cook	30-Sep-2028
ENV-NE-EF 005j	Embark on a programme of baseline/habitat monitoring.	Officers are embarking on a programme of baseline/habitat monitoring. This will support	24-Oct-2025	Tanith Cook	30-Sep-2026

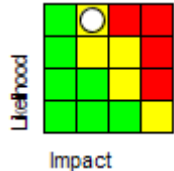
Baseline/habit at monitoring		Natural England on updating SSSI features condition assessments, but it is dependent upon funding.			
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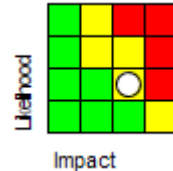
Risk Code	ENV-NE-EF 009
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Risk Title	<i>Adverse impacts of extreme weather and climate change</i>
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Description	<p>Cause: Severe gale and storm events; prolonged precipitation/increased precipitation events; drought increasing fire severity.</p> <p>Event: Severe weather events including periods of drought; flooding; gales; and increased fire severity.</p> <p>Effect: Risk of injury or death to staff, visitors, contractors and/or volunteers; loss of habitat/public access and intensification of visitor pressure on other areas of Forest; damage/loss of rare/fragile habitats and species; cumulative impacts from climate change and other environmental/social factors (pests and diseases, air quality, recreational pressures) reducing habitat and species resilience; incidents increase demand for staff resources to respond to maintain public and site safety; temporary site closures; increased costs for reactive management.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Jan-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Creation Date	19-Aug-2015

Latest Note	<p>The Incident management plan has been reviewed. London Fire Brigade (LFB) has trialled new equipment and a new agreement has been signed with them. Joint training exercises have been taking place and we have been meeting with the London Borough of Waltham Forest's Resilience Team as part of our partnership with LBWP and LFB.</p> <p>There are annual site visits with Essex Fire and Rescue Service and Thames Water to confirm infrastructure is satisfactory. In London, two additional sites are having wildfire response plans prepared. A new Wildfire Management Strategy is being developed as part of the Carbon Removals Strategy.</p>	13-Oct-2025
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	<p>Members of staff have attended Vegetation Fire Foundation and Wildfire Management Plan training courses. An additional Fire Fogger has been purchased through the Carbon Removals Project. Relevant staff have attended training on use of the new equipment and new staff will be trained when they join.</p> <p>Links with the Corporate Health and Safety Team and Resilience Team have been established to enable sharing of learning across the Natural Environment Division and other departments.</p> <p>The current risk score remains at Amber 8 (likely; serious) due to dry summers increasing the risk of wildfires. We have implemented mitigating actions to maintain the risk at its current level but are unable to reduce it any further for the foreseeable future. The target date shown is the date of the next review.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jacqueline Eggleston

Associated Actions

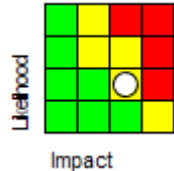
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 009h Reduce the impact of fire	Reduce the impact of grass and heathland fires.	<p>Specific wildfire response plans have been prepared for two sites. A new Wildfire Management Strategy is being developed as part of the Carbon Removals Project. This includes the establishment of a Wildfire Working Group across the City's open spaces and funding for new equipment.</p> <p>This is an ongoing action - the 'due date' is a date of review.</p>	13-Oct-2025	Jacqueline Eggleston	31-Jan-2026
ENV-NE-EF 009i Fire breaks	Maintain fire breaks.	We have increased the frequency of cutting fire breaks to three times per year. Drought limits grass growth but growth recommences	13-Oct-2025	Jacqueline Eggleston	31-Jan-2026

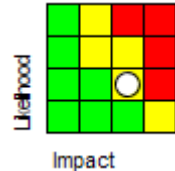
		<p>quickly when wetter conditions develop.</p> <p>Fire experience has shown that these fire breaks are an effective barrier.</p> <p>This is an ongoing action - the 'due date' is a date for further review.</p>			
ENV-NE-EF 009j Awareness campaigns	Undertake fire prevention awareness campaigns and actions.	During the high-risk season, high-impact signage is displayed at key locations reminding visitors not to light fires or barbecues etc. Proactive social media campaigns are also undertaken to deliver these messages. In addition, officer patrols are increased at high-risk areas and times.	13-Oct-2025	Laura Lawson	31-Jan-2026

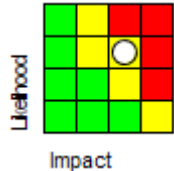
Risk Code	ENV-NE-EF 020
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Risk Title	<i>Security of site, staff and the public</i>
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Description	<p>Cause: Potential terrorist attacks and the requirement to be prepared for, and protected against, such attacks in compliance with the new Martyn's Law legislation (Protect Duty). Working compounds on the site may not be properly secured at all times.</p> <p>Event: Act of terrorism at Epping Forest. Unauthorised access to unsecured areas of the site.</p> <p>Effect: Harm to members of the public and staff. Theft of, or damage to, property. Financial cost of replacement, repairs or insurance claims.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Decreasing

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Jan-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	19-Aug-2024

Latest Note	<p>The threat of an act of terrorism at Epping Forest is recognised. The new Martyn's Law (Protect Duty) will require certain venues to fulfil necessary but proportionate steps to ensure they are better prepared and ready to respond in the event of a terrorist attack. Prior to the enactment of this legislation, we will review staff training to ensure that our staff are prepared to respond to such an attack should it become necessary – keeping themselves and members of the public safe.</p> <p>Security of working compounds is also being reviewed with plans for improvements being identified for implementation when resource has been identified. This will mitigate the risk of unauthorised access.</p> <p>This has now been incorporated into our Emergency Plan and Business Continuity Plan and the risk has been</p>	13-Oct-2025
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	reduced to the target score of 8 (unlikely / major). We accept that we cannot reduce the risk score any further but will take action to maintain it at this new level and keep it under review. The target date shown is the next review date.	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jacqueline Eggleston

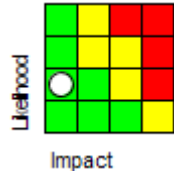
Associated Actions


Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-EF 020a Training Page 163	Provide training for staff.	A review will be undertaken of training in place for staff who may need to deal with terrorist attacks or other dangerous incidents, with reference to the requirements of the Martyn's Law (Protect Duty) prior to its enactment. Local actions will be put in place to keep staff and the public safe. This action is complete and will now be closed.	13-Oct-2025	Jacqueline Eggleston	31-Dec-2025
ENV-NE-EF 020b Security of working compounds	Ensure security of all working compounds.	Compounds across the site such as the Warren Yard; Great Gregories Yard; and Aldersbrook, may not be properly secured at all times, enabling unauthorised access. Plans for improvements to Warren Yard and other compounds have been drawn up and will be implemented when resource has been identified.	13-Oct-2025	Jacqueline Eggleston	31-Mar-2026

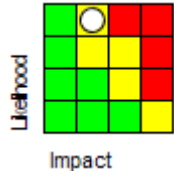
THIS RISK IS TO BE CLOSED

Risk Code	ENV-NE-EF 013	Risk Title	<i>Recruitment of suitable staff and workforce planning</i>
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Description	Cause: Previous reliance on memory-based rather than documentary records; retirements amongst ageing workforce; challenge to recruit to some roles due to competitive marketplace. Event: Loss of undocumented knowledge and skills. Effect: Extra training needs; challenges with recruitment to some posts.		
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Current Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
2	Unlikely	Minor
Green	Target Date	31-Oct-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	19-Aug-2015

Latest Note	Recruitment is almost complete at Epping Forest and training and development packages have been embedded. This is now managed effectively as business as usual and the risk will be closed.	13-Oct-2025
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City of London Corporation Risk Matrix (Black and white version)

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Manager for further information.

May 2021

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City of London Corporation Committee Report

Committee(s): Epping Forest and Commons	Dated: 27/11/2025
Subject: Epping Forest Constables and Authorised Officers (SEF 23/25)	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Leading Sustainable Environment, Diverse Engaged Communities
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Katie Stewart, Executive Director, Environment
Report author:	Jacqueline Eggleston, Superintendent, Epping Forest

Summary

This report reviews and provides an overview of the roles and responsibilities of Constables and Authorised Officers at Epping Forest. It proposes updating the existing delegations contained in the Court of Common Council's Officer Scheme of Delegations for the City of London Corporation specifically regarding appointment and functions of Constables and Authorised Officers. It also seeks authority for seeking a proposed extension to such roles in respect of fly-tipping.

Recommendations

Members of Epping Forest and Commons Committee are asked to:

- Approve the authorisation of Epping Forest Keepers and Constables as suitable persons by Epping Forest District Council under Section 108 of the Environment Act 1995 as set out in this report.
- Delegate authority to the Town Clerk, after consultation with the Chair and Deputy Chair of this Committee, to approve any future similar authorisations by other local waste collection authorities for the areas in which Epping Forest is situated.
- Authorise the completion of a Memorandum of Understanding with Epping Forest District Council in respect of Recommendation A, including the

provision of an Indemnity to EFDC (and any similar MoU's with other local waste collection authorities for the areas in which Epping Forest is situated).

- Approve arrangements being entered into with Essex Police and the Metropolitan Police under Part 4 and Schedule 5 of the Police Reform Act 2002 for certain powers available to police constables to be conferred on the Epping Forest Regulatory Officer and Enforcement Officers as set out in this report. Endorse the proposed revisions to the delegations in the Epping Forest section of the Scheme of Delegations as set out in Appendix 2 (authorising the Executive Director Environment, the Director Natural Environment and the Superintendent (Epping Forest) to exercise those functions set out in Appendix 2).
- Delegate authority to the Town Clerk, in consultation with the Chair and Deputy Chair of Epping Forest and Commons Committee, to agree a final revised version of the Epping Forest section of the Scheme of Delegation for submission to the City Corporation's Policy and Resources Committee and subsequently to the Court of Common Council. Note that it is proposed an Epping Forest Authorised Officer, Constable and Enforcement Monitoring Report be placed before your Committee annually.

Main Report

Background & Current Position

1. **Constables:** Section 43 Epping Forest Act 1878 ("the Act") allows for the Conservators to secure that officers appointed by them be sworn in as Constables before an Essex magistrate, such appointments to be "for the better execution of the Act and their byelaws". The Act provides powers of enforcement against those committing certain offences such as contraventions of Byelaw made under the Act. Constables may stop and detain persons found or reasonably suspected of committing an offence under the Act or the byelaws (s.46 of the Act).
2. **Authorised Officers:** In addition to the appointment of Constables, the Conservators may authorise officers to undertake certain functions of the Conservators¹, including enforcement of byelaws and offences enforceable by the Conservators. The officers appointed in this way are known as "Authorised Officers". The relevant offences and byelaws under the Conservators' remit and which Authorised Officers may be authorised to enforce are summarised in **Appendix 1** to this Report. In addition, the City of London (Open Spaces) Act 2018 allows for officers to be authorised to issue Fixed Penalty Notices for certain offences (S.11); require names and addresses in connection with offences (S.12); and appear in legal proceedings before the Magistrates (s.15).

¹ Charity trustees may delegate responsibilities to employees where allowed for in the charity governing documents (as long as the trustee retains ultimate responsibility). S.31(4) Epping Forest Act 1878 provides that the acts and proceedings of Epping Forest Committee shall be done and conducted subject and according to the like rules as if it were a committee of the Court of Common Council. As such, the Officer Scheme of Delegation approved by Court of Common Council under S.101 Local Government Act 1972 applies to the Conservators. The SoD delegates to the Executive Director Environment and, in their absence, the Assistant Director (EF) the functions of enforcing byelaws and institution of legal proceedings, and authorisation of officers to do the same.

3. **Distinction between “Constables” and “Authorised Officers”:** The terms “Constable” and “Authorised Officer” are sometimes used interchangeably, although they are provided for under different statutory provisions. In practise the roles overlap, and the same officers normally fulfil both roles as a matter of efficiency and convenience.² The respective statutory provisions and powers in respect of both roles are set out at **Appendix 1**. The posts that currently undertake (or are proposed to undertake) Constable and Authorised Officer responsibilities are set out at **Appendix 3**.
4. **Ranger:** The report to your Committee of 17 July 2025 regarding the Ranger's approval to staff appointments, and your Committee's resolution to seek confirmation of appointments annually from the Ranger is unaffected by this report. For completeness the agreed arrangements regarding approval of the Ranger will include appointments of Authorised Officers and Constables.

Proposals

5. **Additional fly-tipping Powers:** Enforcement of offences in respect of the deposit/disposal of unauthorised waste (“fly-tipping”) is a matter for local waste collection authorities (Section 33 & 34 Environmental Protection Act 1990). As such it is not normally a matter within the remit of the Conservators or their officers. However, Section 108 Environment Act 1995 allows for a waste collection authority to authorise suitable persons in writing to exercise certain of their “pollution control” functions and provides that this may include powers of entry and seizure, require information and issuing Fixed Penalty Notices. Epping Forest District Council (where some of the most significant fly-tipping at Epping Forest occurs) has confirmed that it wishes to authorise Epping Forest Keepers and Constables as “suitable persons” for purposes of investigating and enforcing fly-tipping offences in Epping Forest within the EFDC area. This is subject to assurances to EFDC regarding record keeping, training, competence and good faith, and to EFDC being indemnified by the City against any losses or claims arising from the Epping Forest officers' actions under the Section 108 authority. It is proposed that the assurances and indemnity be regularised in a Memorandum of Understanding between the City (as Conservators) and EFDC. An internal procedure to ensure this is kept up to date will be developed in collaboration with HR.
6. If the arrangements with EFDC can be successfully put in place and implemented, it is proposed to seek similar arrangements with the other local waste collection authorities for the Epping Forest area. Therefore, authority to seek and accept the proposed authorisations under S.108 and to enter into related MoU's is sought, including provision of an indemnity as required.
7. **Additional Community Safety powers:** Under Part 4 and Schedule 5 of the Police Reform Act 2002, police forces may enter into arrangements with

² The term “Keepers” is also sometimes used interchangeably, but again these are distinct roles under the 1878 Act – although Keepers are generally attested as Constables. This is not strictly necessary, however, nor do officers have to be Keepers in order to be attested as Constables or to become Authorised Officers.

employers carrying on business in all or part of the force's area, for its employees to carry out certain community safety functions otherwise reserved to the police (subject to those employees being accredited by the police force). The relevant community safety functions include issuing Fixed Penalty Notices for disorder and for consuming alcohol in a designated place, requiring the surrender of alcohol being consumed in a designated area, and demanding names and addresses of persons believed to be committing relevant offences. It is considered that entering into arrangements in respect of those functions within Epping Forest to enhance the enforcement powers of relevant Epping Forest officers will facilitate the better management of Epping Forest in the discharge of the Conservator's duties. Arrangements with Essex Police have progressed significantly. Essex Police has approved the City Corporation as an employer with whom it has entered arrangements. The Regulatory Officer and 3 Enforcement Officers in his team (all Constables) have been accredited. Your Committee is asked retrospectively to approve those arrangements with Essex Police so that they can be brought into effect. If the recommendation is approved, it is proposed to seek similar arrangements with the Metropolitan Police in respect of that part of Epping Forest located within the Metropolitan Police Force's area.

8. **Authorisations & Delegations:** From time-to-time authority to appoint Authorised Officers has been sought from your Committee³. Currently, the Chief Officer Scheme of Delegation ("SoD") authorises the Executive Director (Environment), and (at their direction), the Natural Environment Director and Superintendent (Epping Forest) to:

7.1 Enforce byelaws and institute proceedings for breaches (para C2 133 of SoD);

7.2 Authorise officers to enforce byelaws (para C2 134 of SoD);

7.3 Institute proceedings in the Magistrates Court for certain offences (para C2 135 of SoD);

7.4 Authorise officers to issue FPN's (para C2 136 of SoD).

9. The delegations would benefit from updating in two respects. Firstly, because the Constable and Authorised Officer roles overlap, the terms are used interchangeably, but for the avoidance of doubt it is proposed that this be clarified (by specific reference to the delegated officer being able to put forward Constables for attestation by a JP in Essex). Secondly, the delegation for the Chief Officer to institute proceedings in respect of statutory offences could be updated fully to incorporate additional enforcement powers under the City of London (Open Spaces) Act 2018. This includes the offence of carrying out commercial activity without a license or in breach of a license (S.10); removing objects and articles from the Forest (including vehicles) (S.13); and obtaining names and addresses of suspected offenders (s.12). It could be

³ eg Formerly delegated to your Committee by Court of Common Council 10/10/2022 and now within your Committee terms of reference to exercise all powers and duties of the Conservators

clarified that the Chief Officer may also authorise other officers in respect of such enforcement and legal proceedings (subject, as currently, to the Comptroller and City Solicitor being consulted on any proceedings). The proposed updates are set out by way of track changes to the existing delegations at **Appendix 2**.

10. It is proposed that your Committee receive an Enforcement & Authorised Officer Monitoring Report at least annually to provide oversight of relevant authorisations and of enforcement activity including prosecutions. The proposed updates to delegations would put beyond doubt that authorisations of officers and Constables may be undertaken by the Executive Director Environment, Natural Environment Director or the Superintendent (Epping Forest). Reports in respect of staff changes and when new authorisations are required would not be reported to your Committee piecemeal, consistent with your Committee focussing on strategic issues and oversight including through the Monitoring reports. This also facilitates prompt updating of Authorised Officer and Constable roles by the delegated Chief/Senior Officer.
11. Should your Committee not approve Recommendation C and wish all new authorisations of officers (including putting forward Constables for attestation) to be reported to and approved by your Committee, it is proposed to seek your Committee's approval to a number of authorisations of new post-holders who have satisfactorily passed their probationary periods in the posts listed at **Appendix 3**.

Corporate & Strategic Implications

12. Strategic implications – This proposal aligns with the Corporate Plan 2024-2029 Outcomes:
Leading Sustainable Environment: Appointment of suitably qualified staff is essentially to maintaining and protecting Epping Forest.
13. Financial implications – Staff appointments are met through the Epping Forest grant budget.
14. Resource implications – the proposals will not affect current staffing arrangements other than aiding efficiency. The adoption of new powers as proposed in Recommendation [A] can be met from existing resources noting that staff are already involved in enforcement of fly-tipping in liaison with the enforcing authority.
15. Legal implications - These are incorporated in the body of the report. The proposals are considered consistent with the Conservators' duties.
16. Risk implications - The proposal in this report in respect of adopting new powers under s.108 is subject to an Indemnity to EFDC. As with existing enforcement powers, officers will be appropriately trained to manage risks arising from inappropriate exercise of enforcement powers. process.

17. Equalities implications – In keeping with the City Corporation’s commitment to equal opportunities, all selections of officers for relevant authorisations will be carried out in a fair and open manner, free from discrimination and bias, as per the Recruitment and Selection Policy.
18. Climate implications – None
19. Security implications – None
20. Charity Implications – Epping Forest is a registered charity (number 232990). Charity Law obliges Members to ensure that the decisions they take in relation to the Charity must be taken in the best interests of the Charity.

Conclusion

21. This report summarises and clarifies the roles of Constables and Authorised Officers, particularly in respect of bye law enforcement and offences within the remit of the Conservators. The report seeks authority to extend the scope of enforcement powers under S.108 Environment Act 1995 and Part 4 of the Police Reform Act 2002. Clarifications to the delegations in respect of authorisations of officers and Constables are identified. The recommendations seek to carry forward the above proposals and will facilitate the better management of Epping Forest in accordance with the Conservators’ duties.

Background Papers

The Epping Forest Act 1878, 1880 and subsequent amendments.
The City of London (Open Spaces) Act 2018
The Environment Act 1995
The Scheme of Delegation
Epping Forest Byelaws

Jacqueline Eggleston

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APPENDIX 1 – ENFORCEMENT POWERS OF EPPING FOREST CONSERVATORS¹

OFFENCE/FUNCTION	FUNCTIONS/POWERS OF AUTHORISED OFFICERS ²	FUNCTIONS/POWERS OF CONSTABLES	PENALTIES, etc.
S.43 Epping Forest Act 1878: Reeves and other officers appointed by the Conservators may be sworn in as Constables before a JP for Essex to secure the better execution of EFA 1878 and of the Conservators' byelaws		<ul style="list-style-type: none"> To secure the better execution of the EFA 1878 and the Epping Forest byelaws. 	<ul style="list-style-type: none"> Any person resisting or assaulting a constable reeve or other officer in the execution of their duty they are liable to a penalty of £200 – S.44 EFA 1878 as amended by City of London (Various Powers) Act 1977
S.44 Epping Forest Act 1878: Any person who assaults or resists a Constable or other officer or person in executing their duty or lawful exercise of authority under the EFA 1878 or byelaw is guilty of an offence			<ul style="list-style-type: none"> Any person resisting or assaulting a constable reeve or other officer in the execution of their duty they are liable to a penalty of £200 – S.44 EFA 1878 as amended by City of London (Various Powers) Act 1977
S.46 Epping Forest Act 1878: Constable may stop and detain a person found or reasonably suspected of committing an offence under S.44 EFA 1878 or a byelaw, and take person before JP		<ul style="list-style-type: none"> Power to stop and detain a person suspected of committing an offence under s.44 EFA 1878 or a byelaw 	<ul style="list-style-type: none"> A person detained under S.46 must be taken before the Justices of the Peace as soon as practicable in accordance with procedure in the EFA 1878 and the defendant may appeal (Ss 47-51 EFA 1878)
S.9(5) City of London (Various Powers) Act 1971: Contravention of a notice or direction sign regarding	<ul style="list-style-type: none"> An authorised officer may issue a Fixed Penalty Notice ("FPN") 		<ul style="list-style-type: none"> Any persons contravening a notice or direction sign are liable to a fine not exceeding £200 (S.9(5) EFA 1878 as

¹ In addition to the Conservators Enforcement Powers there are also other proposed enforcement functions to be undertaken by Epping Forest Staff as follows:

(i) On behalf of the local waste management authority in respect of fly-tipping (S.108 Environment Act 1995); (ii) Certain Essex and Metropolitan Police community safety functions (Part 4 Police Reform Act 2002)

² Charity trustees may delegate responsibilities to employees where allowed for in the charity governing documents (as long as the trustee retains ultimate responsibility). S.31(4) Epping Forest Act 1878 provides that the acts and proceedings of Epping Forest Committee shall be done and conducted subject and according to the like rules as if it were a committee of the Court of Common Council. As such, the Officer Scheme of Delegation approved by Court of Common Council under S.101 Local Government Act 1972 and the general power to delegate functions applies to the Conservators subject to the EF & C Committee retaining ultimate responsibility.

horse riding restrictions imposed under S.9(1) of the 1971 Act	<p>to a person the officer believes has committed the offence (S.11 CoL (Open Spaces) Act 2018)</p> <ul style="list-style-type: none"> An authorised officer may require names and addresses with a view to issuing an FPN (S. 12 CoL (Open Spaces) Act 2018) If an officer executing their duties under S.9(5) for the preservation of Epping Forest is assaulted or resisted, S.44 EFA 1878 is engaged 	<ul style="list-style-type: none"> Where S.44 is engaged, the Constables' power of detention is engaged 	<p>amended by City of London (Various Powers) Act 1977)</p> <ul style="list-style-type: none"> The amount of fixed penalty in respect of an FPN issued under S.11 of the 2018 Act is an amount to be prescribed by the Corporation and must not exceed £100 (S.11(7) CoL (OS) Act 2018)
S.7(6) City of London (Various Powers) Act 1977: Contravention of a notice or direction sign regarding access restrictions imposed under S.7 (1) of the 1977 Act	<ul style="list-style-type: none"> An authorised officer may issue a Fixed Penalty Notice ("FPN") to a person the officer believes has committed the offence (S.11 CoL (Open Spaces) Act 2018) An authorised officer may require names and addresses with a view to issuing an FPN (S. 12 CoL (Open Spaces) Act 2018) An authorised officer may appear in legal proceedings before the Magistrates Court (S.15 CoL (Open Spaces) Act 		<ul style="list-style-type: none"> Any persons contravening a notice or direction sign is committing an offence liable on summary conviction to fine not exceeding £50 (S.7(6) EFA City of London (Various Powers) Act 1977)

	<p>2018 & S.233 Local Government Act 1972)</p> <ul style="list-style-type: none"> • An authorised officer may appear in legal proceedings before the Magistrates Court (S.15 CoL (Open Spaces) Act 2018 & S.233 Local Government Act 1972) • If an officer executing their duties under S.7(6) for the preservation of Epping Forest is assaulted or resisted, S.44 EFA 1878 is engage 	<ul style="list-style-type: none"> • Where S.44 is engaged, the Constables' power of detention is engaged 	
<p>S.10(4) City of London (Open Spaces) Act 2018: Any person who without reasonable excuse carries on specified commercial activity without a license or in breach of license conditions commits an offence</p>	<ul style="list-style-type: none"> • An authorised officer may issue a Fixed Penalty Notice ("FPN") to a person the officer believes has committed the offence (S.11 CoL (Open Spaces) Act 2018) • An authorised officer may require names and addresses with a view to issuing an FPN (S. 12 CoL (Open Spaces) Act 2018) • An authorised officer may appear in legal proceedings before the Magistrates Court (S.15 CoL (Open Spaces) Act 2018 & S.233 Local Government Act 1972) 		<ul style="list-style-type: none"> • A person committing an offence under S.10(4) of the 2018 Act is liable on summary conviction to a fine not exceeding level 2 on standard scale (S.10(4) Col (OS) Act 2018)

	<ul style="list-style-type: none"> If an officer executing their duties under S.10(4)) for the preservation of Epping Forest is assaulted or resisted, S.44 EFA 1878 is engaged 	<ul style="list-style-type: none"> Where S.44 is engaged, the Constables' power of detention is engaged 	
S.13 City of London (Open Spaces) Act 2018: removal and disposal of unauthorised articles or objects (including vehicles) left without permission or lawful authority	<ul style="list-style-type: none"> An officer may be authorised to exercise removal functions in accordance with S.18 of the 2018 Act If an officer executing their duties under S.13 for the preservation of Epping Forest is assaulted or resisted, S.44 EFA 1878 is engaged 	<ul style="list-style-type: none"> A Constable may be authorised to exercise removal functions in accordance with S.18 of the 2018 Act Where S.44 is engaged, the Constables' power of detention is engaged 	<ul style="list-style-type: none"> A person appearing in control of the article must first be given an opportunity to remove it (S.13(2) of 2018 Act) When an article is removed it must be stored (unless abandoned, of no value or not capable of being stored) and (other than vehicles) may be disposed of after 14 days (S. 13(3)-(5) of 2018 Act)
³ Epping Forest Byelaws 1980: Prohibited activities are deemed to be offences against the EFA 1878 including: taking anything from the Forest; making fires; selling alcohol without permission; flying model aircraft without permission; using a bicycle or vehicle to the danger or annoyance of the public; driving vehicles on the Forest other than on highway, car park or with consent; hunting or catching animals and birds; fishing without consent; camping; boating other than in prescribed places; swimming other than at prescribed places; hawking;	<ul style="list-style-type: none"> An authorised officer may issue a Fixed Penalty Notice ("FPN") to a person the officer believes has breached a byelaw (S.11 CoL (Open Spaces) Act 2018) An authorised officer may require names and addresses with a view to issuing an FPN (S. 12 CoL (Open Spaces) Act 2018) An authorised officer may appear in legal 		<ul style="list-style-type: none"> Any person offending the byelaws is liable on summary conviction to a fine not exceeding £200 (Byelaw 5)

³ Power to make byelaws are provided by S.36 Epping Forest Act 1878; S.17 City of London (Various Powers) Act 1959; S.6 City of London (Various Powers) Act 1977; S.9&10 City of London (Various Powers) Act 1990; Anti-social Behaviour (Designation of City of London) Order 2015 made under S.71(1) Anti-social Behaviour, Crime and Policing Act 2014

filming for commercial purposes without consent; injuring or disfiguring the Forest; obstructing EF officers.	<p>proceedings before the Magistrates Court (S.15 CoL (Open Spaces) Act 2018 & S.233 Local Government Act 1972)</p> <ul style="list-style-type: none"> If an officer executing their duties under S.10(4)) for the preservation of Epping Forest is assaulted or resisted, S.44 	<ul style="list-style-type: none"> Where S.44 is engaged, the Constables' power of detention is engaged 	
Wanstead Park Byelaws 1903 (and additional Wanstead Park Byelaws 1950 & 1965): Activities prohibited by the byelaws include: being intoxicated; hawkers; public meetings; leaving rubbish; climbing or damaging trees; causing nuisance; shooting or hunting birds or animals; making fires; obstructing officers; taking gravel, plants, etc without consent; disfiguring the park; riding horses; cycling (except on areas set apart for cycling); having dogs not under control; fishing without consent.	<ul style="list-style-type: none"> As above 	<ul style="list-style-type: none"> As above Any person found breaching the Byelaws may be stopped and detained by a Constable without warrant (byelaw 41) 	<ul style="list-style-type: none"> Officers of the Conservators may remove persons causing a nuisance, etc from the park (Byelaw 40) Any person assaulting or resisting any officer in the exercise of their authority under these byelaws is liable to a penalty not exceeding £5 Any person offending the Byelaws is liable on summary conviction to a fine not exceeding £200 (1965 Additional Byelaws and S.10 CoL (VP) Act 1977
Deer Sanctuary Byelaws 1962 (and additional Deer Sanctuary Byelaws 1965): Activities prohibited by the Byelaws unless permitted by the Conservators include: entering or moving in the Deer Sanctuary; driving vehicles; damaging barriers, etc; littering; shooting; disturbing animals; lighting fires.	<ul style="list-style-type: none"> As above 	<ul style="list-style-type: none"> Where S.44 is engaged, the Constables' power of detention is engaged 	<ul style="list-style-type: none"> Any person offending the Byelaws is liable on summary conviction to a fine not exceeding £50 (1965 Additional Byelaws and S.10 CoL (VP) Act 1977)
	<ul style="list-style-type: none"> 		<ul style="list-style-type: none">

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[C2] EPPING FOREST

The following general powers are delegated to the Executive Director Environment [and to the Director Natural Environment and the Assistant Director (Epping Forest) as directed:

132 To take any action to protect or preserve the Forest, and to report to the Epping Forest and Commons Committee, as appropriate.

133] To enforce the Byelaws, statutes and any Public Spaces Protection Orders relating to Epping Forest subject to any decision relating to the institution of legal proceedings being made in consultation with the Comptroller and City Solicitor and to the result of any such prosecution being reported to the Epping Forest and Commons Committee

134 To authorise individual officers to enforce the Byelaws, statutes and any Public Space Protection Orders relating to the Forest (including appearing in the Magistrates courts), subject to any decision to institute legal proceedings for any offence being made in accordance with [the previous] paragraph) above after consultation with the Comptroller and City Solicitor, if appropriate, and to the result of any such prosecution being reported to the Epping Forest and Commons Committee, and to propose officers to be attested as Constables by a Justice of the Peace in Essex. Any authorisations of officers and proposals of officers to be attested as Constables is to be approved by two of the delegated officers

135 To enforce, institute proceedings and appear in Magistrates' courts in respect of offences under the Epping Forest Act 1878 (as amended) and relevant byelaws, Section 87 of the Environmental Protection Act 1990, Section 9 of the City of London (Various Powers) Act 1971, Section 7(6) of the City of London (Various Powers) Act 1977 and Section 10 of the City of London (Open Spaces) Act 2018 and to authorise individual officers to exercise such functions

136] To authorise individual officers to issue Fixed Penalty Notices, to remove and dispose of unauthorised vehicles and to require names and addresses in connection with offences.

1137 To close, re-open and vary designated ways pursuant to Section 9(4) of the City of London (Various Powers) Act 1961.

138. To deal with the sale of Forest produce by private treaty.

139 To grant licences following consultation with and the approval of the City Surveyor and Executive Director Property and Comptroller and City Solicitor, for:-

[a. sale of refreshments; b. Filming and commercial photography; c. circus and fairs; d. flying model aircraft; e. driving and parking vehicles; f. camping; g. events and entertainments, h. other licences arising from the City of London Corporation (Open Spaces) Act 2018]

f. sale of refreshments; g. filming and commercial photography; h. circus and fairs; i. flying model aircraft; j. driving and parking vehicles; k. camping; l. events and entertainments. m. other licences arising from the City of London Corporation (Open Spaces) Act 2018

140. To let out recreational facilities and premises in accordance with the current approved scale of charges.

141 To grant minor way-leaves and licences.

142 To fix fees for the sale of Forest produce and to fix licence fees for ice cream vans and other small scale refreshment facilities in the Forest.

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Appendix 3

The posts that currently undertake (or are proposed to undertake) Constable and Authorised Officer responsibilities

Role	Authorised Officer/Constable status purpose
Superintendent of Epping Forest	Out of hours, major incident management
Head of Operations	Keeper team & Out of hours on call
Countryside Manager	Keeper team
Regulatory Officer	Keeper Team (Enforcement)
Enforcement Officer	Keeper Team (Enforcement)
Countryside Manager (New role)	Keeper team
Assistant Countryside Manager (New role)	Keeper team
Forest Keeper	Keeper team
Arborist Manager	Out of hours on call
Arborist Team Leader	Out of hours on call
Arborist	Out of hours on call
Sports Manager	Sports facility enforcement (Golf & Football)
Greens/Grounds Keeper	Sports facility enforcement (Golf & Football) Out of hours on call
Assistant Greens/Grounds Keeper	Sports facility enforcement (Golf & Football)
H&S and Property Manager	Out of hours on call
Mechanic	Out of hours on call
Wildlife Manager	Out of hours on call and Deer Management
Grazing & Grasslands Manager	Out of hours on call
Herdsperson	Out of hours on call
Estates Supervisor	Out of hours on call
Licencing and Wayleaves Officer	Legacy from previous role of Forest Keeper
Assistant Forest Keeper (Driver)	Legacy from previous role of Forest Keeper

Posts that are proposed as Accredited Persons under the Community Safety Accreditation Scheme for Essex Police and for the Metropolitan Police:

Regulatory Officer	Keeper Team (Enforcement)
Enforcement Officers	Keeper Team (Enforcement)

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City of London Corporation Committee Report

Committee(s): Epping Forest and Commons – For Decision	Dated: 27/11/2025
Subject: Epping Forest Care and Maintenance Agreements (SEF 20/25)	Public For Decision
This proposal: • delivers Corporate Plan 2024-29 outcomes	Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain’s Department?	N/A
Report of:	Katie Stewart, Environment Executive Director
Report author:	Tristan Vetta – Head of Land Agency Epping Forest

Summary

This paper is necessary to seek delegated authority to manage care and maintenance arrangements under which local councils maintain parts of Epping Forest on behalf of the Conservators, and to seek approval of your Committee of a Care & Maintenance Agreements (C&M) Operational Protocol which will guide the management of the relevant care and maintenance arrangements. .

The City of London Corporation, as the Conservators of Epping Forest, have from time to time entered into arrangements with councils (Local Authorities - including former Urban Districts; Town Councils; Parish Councils) for those councils to carry out care and maintenance of parts of Epping Forest on behalf of the Conservators. In the main these provide for maintenance as ‘amenity grasslands’. The arrangements are collectively referred to as Care & Maintenance (sometimes Care & Management) (“C&M”)

These arrangements usually occur on isolated parts of the Forest such as ‘village green type’ locations where the Forest is found within the centre of a conurbation and forms the only local green space, as well as roadside verges in more urban settings

These arrangements in most cases enable the cutting of grass and some minor vegetation management, they do not permit any other act contrary to the Epping Forest Act or anything in contravention of the Epping Forest byelaws (except with previous consent).

There are 27 areas across the Forest which are subject to C&M type arrangements (Appendix.1). Most are accurately recorded by formal agreement and are actively

managed by the respective authority. Some are not well maintained, and some are conducted under historic verbal agreements and therefore there is no written record detailing the extent of the arrangements, responsibilities or liabilities.

The Protocol (Appendix.2) seeks to clarify and record the Conservator's approach to C&M agreements across Epping Forest.

Recommendation(s)

Members are asked to:

- Agree and adopt the C&M Agreement Operational Protocol in principle and delegate authority to the Superintendent to make minor amendments consistent with the agreed principles from time to time.
- Authorise the Superintendent to negotiate amendments to existing C&M agreements where appropriate to ensure they are consistent with the approach in the C&M Agreement Operational Protocol, and, where appropriate amendments can be agreed, to make such amendments to the C&M agreements (subject to extensions to existing C&M sites being reserved to your Committee).
- Authorise the Superintendent to enter into new written C&M agreements in respect of those areas currently subject to verbal arrangements (subject to the written terms being consistent with the C&M Agreement Operational Protocol).
- Authorise the Superintendent to terminate arrangements where it is not possible to agree amendments or new agreements to ensure the arrangements are consistent with the C&M Agreement Operational Protocol, or where care and maintenance standards are not consistent with the C&M Agreement Operational Protocol.

Main Report

Background

1. The first recorded incident of the Conservators entering an agreement with another authority for the management of parts of Epping Forest was in 1897 in respect of 'Waste Land' at Queen's Road, Buckhurst Hill. The agreement was between the Conservators and the then Buckhurst Hill Urban District Council, which was incorporated into Chigwell Urban District in 1933 and Epping Forest District Council in 1974 under the Local Government Act 1972. These roadside verges are still maintained by Epping Forest District Council to this day.
2. There are 27 areas across the Forest which are subject to C&M agreements including the two formal children's playgrounds located at Kings Place,

Buckhurst Hill and Dames Road, Wanstead Flats; most are accurately recorded by formal agreement and are actively maintained by the respective authority. Some are not well managed/maintained, and some are conducted under historic verbal agreements and therefore there is no written record regarding the extent of the arrangements, responsibilities or liabilities.

3. Where written agreements exist, they generally allow for termination and may be determined by the Conservators or the respective council at any time upon written confirmation.
4. No new agreements have been entered into since 2001 for the Kings Road Playground, Buckhurst Hill; this was an amendment to a previous agreement following a renovation of the playground.

Current situation

5. No C&M agreements exist on land designated as Special Site of Scientific Interest (SSSI) or Special Area of Conservation (SAC). Such land is not considered appropriate for C&M agreements as “amenity grassland” provision on such land is not considered consistent with appropriate Epping Forest management under the Epping Forest Act 1878.
6. The relationship between the Conservators and the various Councils is mostly harmonious in respect of the agreements.
7. There has been a recent formal request by Epping Upland Parish Council to reduce the scope of their 1981 agreement to cutting of a small amenity grass area, and to remove the condition of being responsible for a car park and pond. Epping Forest Officers believe that this is a reasonable request and would bring this arrangement more in line with other C&M agreements. Closure of the small uncharged car park may be considered if this arrangement was to be altered, but any such decision in the future would first be subject to engagement with the Parish Council. It would be proposed to amend this agreement under the delegated authority sought by this report
8. There have been informal requests for extensions to the area of some C&M agreements which Officers have yet to receive a justification for and, generally, appear to simply involve manicuring the Forest for a purely visual perspective rather than any particular public benefit. Epping Forest Officers consider that this would diminish the natural aspect of the Forest and is therefore not considered to promote the Conservator’s duties and as such is not appropriate.
9. The C&M Operational Protocol has suggested that no further agreements or extensions to agreements will be entered into unless they are considered to promote the Conservators’ duties, to manage any risks to the Conservators and unless they are first approved by your Committee.

10. Epping Forest Officers have observed that in one particular case the respective Council appear to have abandoned their management of C&M site and have failed to communicate their future intentions. In this scenario, in accordance with the proposed Protocol, Officers consider that bringing the site back into Forest Estate Management would be better from both a public benefit and good land management perspective. It would be proposed to terminate this agreement, subject to engagement with the relevant Council, under the delegated authority sought by this report.
11. Where areas of Epping Forest are currently, being maintained on behalf of the Conservators by Councils under C&M arrangements that have not been formalised by written agreement, this is considered to give rise to potential risks to the Conservators due to lack of certainty regarding the scope of responsibilities. It is therefore proposed to seek formal agreements with the respective Councils to ensure clarity regarding the scope of the agreements, maintenance responsibilities and liabilities. However, it should be noted that it is not in the Conservators' power to demand such agreements and ultimately, if they are not agreed, the likely outcome would be the termination of the arrangements and full care and maintenance reverting to the Conservators.

Options

12. **Option 1 (Recommended):** Adopt the C&M Operational Protocol and delegate authority to the Superintendent to make amendments to C&M agreements as negotiated with respective councils in accordance with the Policy.
13. **Option 2 (Not Recommended)** Adopt the C&M Operational Protocol and not delegate authority to the Superintendent to make amendments to C&M agreements as negotiated with respective councils in accordance with the Protocol.
14. **Option 3 (Not Recommended)** Do not adopt the Protocol, retain the current arrangements.

Proposals

15. To adopt the C&M Operational Protocol and delegate authority to the Superintendent of Epping Forest to exercise their delegated authority as set out in the Recommendations in line with the Operational Protocol.

Stakeholder Engagement

16. Local stakeholder engagement would be conducted by Epping Forest Officers in cases where the current management regimes will change.

Corporate and Strategic Implications

17. Corporate Plan 2024-2029: Flourishing Public Spaces
18. Natural Environment 2025: 3. Access and Recreation Strategy

Financial implications

19. C&CS input including into revised agreements.
20. In terms of new agreements, it is considered reasonable that both parties meet their own costs.

Resource implications

21. Epping Forest Officer time is spent negotiating and considering terms for areas not currently formally regulated.
22. The formalising of arrangements at sites without a current agreement will provide clarity for all parties in the future in respect of responsibilities, which will save Epping Forest Officer time.
23. In circumstances where existing C&M aren't being managed in line with the Protocol, or where new agreements cannot be put in place (for sites currently maintained under unwritten arrangements) the arrangements could be terminated resulting in a requirement for the Conservators to terminate agreements, with care and maintenance therefore reverting to the Conservators.

Legal implications

24. Those C&M agreements that have been reviewed have been lawfully entered into by the Conservators (and the other parties). They allow other parties to carry out operational matters without undermining the Conservator's overarching management and control of the Forest. For example, they require care and maintenance to be in accordance with the Epping Forest Act and allow for termination. The remaining agreements will be reviewed as necessary on receipt of instructions to give effect to any changes to C&M arrangements.
25. The statutory duty to maintain Epping Forest in accordance with the Epping Forest Act 1878 and to discharge the Conservators' responsibilities under the Act ultimately remains with the Conservators. Liability in respect of any non-compliance with the Conservators' duties under the Epping Forest Act 1878 and as landowner would therefore ultimately fall to the Conservators even where a C&M agreement is in place. Where the C&M Agreement contains an express indemnity from the relevant council, and the Conservators incur costs or losses (including from successful claims) due to any act or omission of the relevant council contrary to the agreement, it would be open to the Conservators to recover any such costs or losses from the relevant council under the Indemnity (depending on the terms of the Indemnity).
26. All other implications are contained in the body of the report

Risk implications

27. As neighbouring Local Authorities seek to cut costs, there is a risk that they may seek to determine the C&M arrangements in place or not enter formal agreements, which may result in either a) the Conservators meeting all the maintenance arrangements or b) adverse press attention if the land is left to 're-wild'.

Equalities implications

28. N/A

Climate implications

29. N/A

Security implications

30. N/A

Charity Implications

31. Epping Forest is a registered charity (number 232990). Charity law obliges Members to ensure that the decisions they take (for and on behalf of the trustee) in relation to the Charity are taken in the best interests of the Charity.

Conclusion

32. C&M agreements provide a variety in the offer of Epping Forest to visitors and local communities, without such a provision having an impact on Epping Forest local resources. The Conservators have to be alert to the prospect that Councils may wish to determine these agreements against the backdrop of spending cuts. However, where councils are willing to continue such management for the benefit of their residents, it is essential for the Conservators to ensure that such agreements are formally recorded and managed.

Tristan Vetta

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Care & Maintenance Agreements Operational Protocol

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Aims

1. This Protocol provides guidance in respect of Care & Maintenance (C&M) Agreements upon Epping Forest Land and the guiding principles for the management of these areas.

Background

2. The City of London Corporation, as the Conservators of Epping Forest, have from time to time entered into arrangements with councils (Local Authorities - including former Urban Districts-; Town Councils; Parish Councils) for those councils to carry out care and maintenance of parts of Epping Forest on behalf of the Conservators. In the main these provide for maintenance as 'amenity grasslands'. The arrangements are collectively referred to as Care & Maintenance (sometimes Care & Management) ("C&M").
3. These C&M arrangements usually occur on isolated parts of the Forest such as 'village green type' locations where the Forest is found within the centre of a conurbation and forms the only local green space, as well as roadside verges in more urban settings.
4. The arrangements in most cases permit care and maintenance to be carried out by the relevant council. "Care and maintenance" under the agreements normally allows for the cutting of grass and some minor vegetation management. It does not generally encompass any other activities, or any acts that would be contrary to the Epping Forest Act or in contravention of the Epping Forest byelaws (except with previous consent, where there is scope for that be provided).
5. The statutory duty to manage Epping Forest and discharge the Conservators' duties remains with the Conservators even where agreements are in place.
6. There are 27 areas across the Forest which are subject to C&M type arrangements (Appendix.1.). Most are accurately recorded by formal agreement and are actively managed by the respective authority. Some are not well maintained, and some are conducted under historic verbal agreements and therefore there is no written record detailing the extent of the arrangements, responsibilities or liabilities of either party. Typically, the agreements allow for termination by either party.

Sites under C&M agreements

No.	Site Name	Managing Council	Agreement Date
1	Land at Epping Upland	Epping Upland Parish Council	20/02/1981
2	Arewater Green, Loughton	Epping Forest District Council (EFDC)	17/02/1966
3	Theydon Green, Theydon Bois	Theydon Bois Parish Council	21/01/1954
4	Standard Green, Kings Green, School Green & Land at Hillyfields Loughton	Loughton Town Council (LTC)	15/08/2001
5	George Green, Woodford Slips, High Road Woodford and Chigwell Road	London Borough of Redbridge (LBR)	18/06/1953
6	Tarzy Wood, Wanstead	LBR	01/01/1910
7	Nightingale Green, Wanstead	LBR	No Agreement
8	Dames Road Playground, Wanstead Flats	LBWF	22/03/1985
9	Horse Chestnut Avenue, Woodford Green	LBR	No Agreement
10	Kings Place Playground, Buckhurst Hill	BHH Parish Council	26/01/2001
11	Colvin Gardens, Chingford	Secretary of State for Social Services	20/11/1987
12	Queens Road, BHH	EFDC	27/05/1897
13	Knotts Green, Leyton	London Borough of Waltham Forest	16/02/1995
14	Epping Town Greens	Epping Town Council	No Agreement
15	Chingford Town Greens	LBWF	None

16	Yardley Lane, Chingford	LBWF	02/11/1954
17	Harrow Green, Leyton	LBWF	03/07/1925
18	Leyton Green, Leyton	LBWF	05/06/1901
19	Englands Lane/Lower Road, Loughton	EFDC	10/01/1983
20	Land at York Hill	EFDC	No Agreement
21	Birch View, Epping	Epping Town Council	23/09/1993

Protocol Statement

7. The City Corporation as the Conservators of Epping Forest have responsibilities to maintain the Forest as an open space for the recreation and enjoyment of the public, while maintaining the natural aspect of the Forest. In addition, around two thirds of the Forest is designated as SSSI (Special Site of Scientific Interest) and SAC (Special Area of Conservation) which provides further protection for the unspoilt, unbuilt on nature of the Forest.
1. Epping Forest provides a vital green space for at least a dozen small towns and parishes that it borders. In some cases, it is the only nearby open space and as such provides facilities in lieu of local council amenity areas.
8. Where areas of Epping Forest are currently, being maintained on behalf of the Conservators by Councils under C&M arrangements but not formalised by written agreement; formal agreements should be entered into with the respective Councils to ensure clarity regarding the Scope of the agreements, maintenance responsibilities and liabilities.
9. Where new agreements or variations to existing agreements are entered into, the relevant Councils should indemnify the Conservators from liabilities arising in consequence of any failure or omission on the part of the relevant Council to undertake the proper care and maintenance of the relevant C&M site as required by the relevant agreement. The relevant Councils should maintain suitable insurance against any claims made by the Conservators under the indemnities and other risks arising from their responsibilities under the agreements, as appropriate.

Scope

2. No new C&M sites or additions to existing C&M sites will be considered for future agreements or extensions to agreements unless they are considered to promote the Conservators' duties, to manage any risks to the Conservators, and are first approved by the Epping Forest and Commons Committee.
10. No C&M will be considered on land forming SSSI or SAC due to the nature and purpose of the designations.
11. Requests for the reduction in scale of a current C&M arrangement will be considered on a case-by-case basis having regard to the Conservator's duties and the management of risk to the Conservators.
12. In considering proposals from relevant councils to install new infrastructure on the C&M sites they maintain, regard will be had to any risks to the Conservators in the event of the relevant Council terminating the agreement or being in default of their maintenance responsibility under the agreement (noting that in such event, all responsibility will fall to the Conservators.) Regard will also be had to any risks to the public arising from the proposed infrastructure. For this reason, provision of infrastructure will be resisted unless its provision is considered to promote the Conservators' duties and risk to the Conservators are satisfactorily addressed.
13. Where the site is not being maintained in accordance with the requirements of the relevant agreement or where, for any other reason, the Conservators are of the view that the continuation of the arrangement is not consistent with the duties of the Conservators, consideration will be given to the termination of the agreement and where appropriate, steps to terminate in accordance with the agreement will be taken.

Issue No.

1.

Date

10th November 2025

Review date

2030

Author

Tristan Vetta

Approved by

Insert Approved By

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City of London Corporation Committee Report

Committee(s): Epping Forest and Commons	Dated: 27/11/2025
Subject: Revenue and Capital Budgets – 2026/27 – Epping Forest	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes • provides statutory duties 	Providing Excellent Services Flourishing Public Spaces
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	£0
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of:	Executive Director Environment Chamberlain
Report author:	Clem Harcourt, Chamberlain's Department

Summary

This report presents for approval the revenue and capital budgets for Epping Forest charity (charity registration no: 232990) for 2026/27, for subsequent submission to Finance Committee.

The proposed draft revenue budgets for 2026/27 for Epping Forest amounts to £10.040m net expenditure. This represents an increase of £1.254m compared with the original budget for 2025/26 of £8.786m

The proposed budget for 2026/27 has been prepared within the resource envelope (core grant) allocated to each Chief Officer by Resource Allocation Sub-Committee, including an inflationary increase of 3% as well as contingency funding provided relating to the pay award effective from July 2024 and increases in employer's national insurance. The charity's core grant for 2026/27 also includes funding for the transfer of support services staff at Epping Forest whose costs were previously met by the Directorate.

The resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set a balanced budget for the year ahead.

The report also reframes the proposed budget to show net expenditure as grant funding from City's Estate for 2026/27 which is broken down according to the individual elements of the grant (Core Grant, City Surveyor Works, Corporate Recharges and Support Services and Central Risk Expenditure). In addition, the

appendices include a summarised version of the budget for the charity set out in the format of the Statement of Financial Activities (SOFA) in line with best practice for the financial reporting of charities. Further details on proposed Grant Funding Model principles and arrangements are presented to Members for discussion and endorsement in the Natural Environment Charities Review – Grant Funding Model Principles paper.

Recommendation(s)

Members are asked to:

- i) note the latest revenue budget for Epping Forest charity for 2025/26;
- ii) review and approve the proposed draft revenue budget for 2026/27 for Epping Forest charity for submission for approval by the Finance Committee;
- iii) review and approve capital and supplementary revenue project budgets for Epping Forest for 2026/27 for submission for approval by the Finance Committee;
- iv) authorise the Chamberlain, in consultation with the Executive Director, Environment to approve amendments for 2025/26 and 2026/27 budgets arising from changes to recharges & support services or for any further implications arising from corporate contracts, energy price increases, changes to the Cyclical Works Programme (CWP) and depreciation during budget setting.

Main Report

Introduction

1. The City of London Corporation owns and manages almost 11,000 acres of historic and natural Open Spaces for public recreation and enjoyment. This includes Epping Forest which is a registered charity funded from City's Estate. The charity is run at no cost to the communities that it serves and are currently funded principally by the City, together with donations, sponsorship, grants and trading income.
2. This report sets out the latest budget for 2025/26 and the proposed revenue budget for 2026/27 for Epping Forest charity and under the control of the Executive Director Environment, analysed between:
 - **Local Risk Budgets** - these are budgets deemed to be largely within the Chief Officer's control and include budgets managed by the Executive Director Environment as well as by the City Surveyor specifically for repairs and maintenance and the Cyclical Works Programme (CWP);
 - **Central Risk Budgets** – these are budgets comprising specific items where a Chief Officer manages the underlying service, but where the eventual financial outcome can be strongly influenced by external factors outside of his/her control or are budgets of a corporate nature; and
 - **Recharges & Support Services** - these cover budgets for services provided by one activity to another. The control of these costs is exercised at the point where the expenditure or income first arises as local or central risk.

3. Please note that City Corporation reporting convention (see Table 1) uses brackets to denote income, decreases in expenditure, or increases in income. However, where charity style reporting has been introduced in this paper (Table 2 and appendices), the convention is to show both income and expenditure without brackets, which are instead used to denote deficits or adverse variances. Only significant variances (generally those greater than £50k) have been commented on and are referenced in Appendix 1.
4. For 2026/27, budgets include:
 - a 3% uplift for inflation as a cash limit to charity budgets;
 - contingency funding to cover increased costs associated with the pay award to staff effective from July 2024 and increases in national insurance;
 - transfer of staffing budgets;
 - a clear distinction between local risk, central risk, and recharge budgets; and
 - responsibility for budgetary control placed on departmental Chief Officers.
5. The resulting resource envelope must be adhered to, as failure to do so will impact Finance Committee's ability to set Council Tax rates for the year ahead and the requirement in law for the City to set a balanced budget.
6. The budget has been prepared within the resource envelope allocated to the Executive Director Environment, with the following assumption:
 - Support Services budgets reflect the attribution and cost of central departments. All support services are based on time spent or use of services and were reviewed during 2024/25 with the method of apportionment updated to reflect the latest up to date corporate information. However, the full budgets for these departments have not yet been finalised, so further changes to these budgets may be required. Members are asked to agree that the decision as to the changes required to these budgets are delegated to the Chamberlain in consultation with the Executive Director Environment.
7. Members should note that for 2026/27, the format of the budgets for the charity has been reviewed. The proposed draft budget for 2026/27 has been set out in the format of a summarised Statement of Financial Activities (SOFA) to enable Epping Forest to comply with the best practice for the financial reporting of charities, reframing the City's funding as grant funding (subject to formal approval of the grant funding principles and arrangements). A copy of the SOFA can be found in Appendix 1.
8. The overall proposed 2026/27 draft budget for Epping Forest, which includes the charity's relevant operating budgets (local risk and central risk) and recharges & support services budgets, plus the City Surveyor's CWP and building repairs & maintenance budget is £10.040m net expenditure. This is an increase of £1.254m when compared with the 2025/26 original budget of £8.786m net expenditure.

9. The latest budget for 2025/26 and provisional draft budget for 2026/27 for the charity is summarised in Table 1 below and further analysed in the charity's SOFA in Appendix 1.

Table 1 - Epping Forest (City / deficit funding report style)	Original (OR) Total Budget 2025/26 £000	Latest Total Budget 2025/26 £000	Original (OR) Total Budget 2026/27 £000	Movement 2025/26 OR to 2026/27 OR £000
Local Risk	3,620	3,924	4,100	480
City Surveyors - Repairs & Maintenance	451	451	467	16
Cyclical Works Programme (CWP)	1,769	1,395	2,808	1,039
Central Risk (inc. Depreciation / Investment income)	589	589	539	(50)
Recharges & Support Services	2,357	2,357	2,116	(241)
Capital and Projects	0	0	10	10
Total Net Expenditure	8,786	8,716	10,040	1,254
Depreciation (shown as Funds movement)	(607)	(607)	(541)	66
Investment income (shown as Self-Generated Income)	18	18	22	4
Total Grant Funding	8,197	8,127	9,521	1,324

Table 2 - Epping Forest (Charity / grant funding report style)	Original (OR) Total Budget 2025/26 £000	Original (OR) Total Budget 2026/27 £000	Original (OR) Unrestricted Budget 2026/27 £000	Restricted Budget 2026/27 £000	Variance F/(A) 2025/26 OR to 2026/27 £000
Core Grant (Local Risk)	3,620	4,100	4,100		480
Additional Grant	4,577	5,411	5,411		834
Capital / Projects	0	10		10	10
Total Grant Funding	8,197	9,521	9,511	10	1,324
Self-Generated Income	2,838	1,976	1,976		(862)
Total Income	11,035	11,497	11,487	10	462
Local Risk Expenditure	6,800	6,283	6,238	45	517
Central Risk Expenditure (excl. Depreciation)	0	20	20		(20)
City Surveyors - Repairs & Maintenance	451	467	467		(16)
Cyclical Works Programme (CWP)	1,769	2,808	2,808		(1,039)
Recharges & Support Services	2,357	2,116	2,116		241
Total Expenditure	11,377	11,694	11,649	45	317
Surplus / (Deficit)	(342)	(197)	(162)	(35)	145

Latest Revenue Budget for 2025/26

10. Overall, the 2025/26 latest budget for Epping Forest is net expenditure of £8.716m, a net reduction of (£70k) compared to the 2025/26 original budget of £8.786m. The reasons for this increase are:

- (£374k) re-phasing of projects falling under the CWP;
- £191k transfer of budgets for support services staff from the Directorate; and
- £113k contingency funding relating to additional costs from the July 2024 pay award and increases in employer's national insurance.

Proposed Draft Revenue budget for 2026/27

11. The proposed 2026/27 draft budget is net expenditure of £10.040m an increase of £1.254m compared to the 2025/26 original budget for the charity of £8.786m.

12. Appendix 1 provides details on budget movements between the 2025/26 original budget and the 2026/27 proposed draft budget. Overall, there is an increase in net expenditure of £1.254m. The main reasons for this net expenditure increase are:

- £1.039m increase in budgets for CWP projects managed by the City Surveyor relating to the agreed programme for the CWP backlog of works;
- £268k additional staffing costs. This is explained by additional costs budgeted for 2026/27 relating to the transfer of support services staff who were previously charged to the Directorate;
- £116k less income budgeted for trading activities following a review of the budget for rental income. The reduction compared with 2025/26 is attributed to one-off income for pipeline works of approximately £200k during the previous financial year with the shortfall partly offset by approximately £80k generated from additional rental income and other savings;
- £50k extra expenditure budgeted for indirect employment costs relating to the increased need for staff training and recruitment;
- (£241k) net reduction in recharges and support services which is attributable to a decrease in recharges from the Directorate following a transfer of support services staffing costs to Epping Forest's local risk budget;
- (£162k) projected transfer from the charity's unrestricted free reserves to help fund the charity's increased expenditure during 2026/27 and to ensure that the charity remains within its overall local risk core grant of £4.1m. The amount required from the reserve will be kept under review throughout the year and may end being less than budgeted should the charity be underspent on its core grant for 2026/27. There is concern from the budget holder that there has been historical underfunding of core operations and it is increasingly difficult to stay within the charity's local risk budget. As part of the Natural Environment Charities Review, work will continue to be undertaken to identify opportunities for income generation and cost savings. This remains a risk area for Epping Forest. Members should note that as at 31 March 2025, the charity had £572k available in its unrestricted reserve;

- (£90k) decrease in premises related costs. This can partly be explained by a reduction in locally managed repairs and maintenance costs being budgeted for works not falling under the management of the City Surveyor;
- (£77k) reduction in expenditure for costs related to conservation and ecology with additional expenditure currently planned to be funded by the charity's grazing account, a designated reserve of the charity in order for the charity to stay within its local risk core grant; and
- (£66k) lower depreciation expenses which is met through the charity's central risk budget with lower costs forecast in 2026/27 for the depreciation of infrastructure assets and vehicles and plant.

13. Please also note that a number of other priorities for 2026/27 have been identified by Officers which have not been included within the draft proposed budget for 2026/27. These include priorities which are either deemed essential in order to meet business needs at Epping Forest or relate to initiatives required to generate additional income (spend to save). The relevant funding will be sought where possible to enable these priorities to be carried out:

- £270k for the replacement of a number of vehicles at Epping Forest;
- £50k in repairs and maintenance costs required to get buildings up to the required standard following the completion of works from the City Surveyor;
- £50k costs associated with work around Biodiversity Net Gain (BNG);
- £40k ecological species monitoring to cover specialised surveys to monitor the condition of species and habitats; and
- £30k eDNA kit and analysis costs used to survey ten ponds annually as well as work for the restoration of ten ponds.

14. Members should also be aware that a further report will be provided to your Committee's January 2026 meeting with an update on officers' progress in assessing the impact and addressing the current shortfall in the charity's proposed draft revenue budget for 2026/27. This will include assessment of potential funding sources such as Transformation Funding and/or a request for additional capital funding (for essential one-off equipment and/or motor vehicle purchases) to mitigate the shortfall, with a view to adjusting the charity's grant from City's Estate in time for the 2027/28 budget setting process. In addition, where it is assessed that the shortfall cannot be fully met, a request may be formalised to Finance Committee to increase the budget envelope for local risk elements (i.e. the core unrestricted revenue grant).

Staffing Statement

15. Analysis of the movement in staff related costs are shown in Table 3 below:

Table 3 – Staffing Statement

Original Budget 2025/26		Latest Budget 2025/26		Original Budget 2026/27	
Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000	Staffing Full-time Equivalent	Estimated Cost £000
88.10	4,682	94.10	4,751	95.27	5,000

Cyclical Works Programme

16. Table 4 below details the budgets held and proposed for the City Surveyor's CWP and building repairs & maintenance:

**Table 4 – CWP & City Surveyor Local Risk
Epping Forest**

	Original Budget 2025/26 £'000s	Latest Budget 2025/26 £000's	Original Budget 2026/27 £'000
Cyclical Works Programme (CWP)	1,769	1,395	2,808
Planned & Reactive Work – Breakdown & Servicing (City Surveyor Local Risk)	384	384	397
Cleaning (City Surveyor Local Risk)	67	67	70
Total CWP and City Surveyor	2,220	1,846	3,275

Grant Funding from City's Estate

17. Please note that as part of the move to the Grant Funding model, the charity's total proposed grant funding from City's Estate amounts to £9.521m for 2026/27, an increase of £1.324m (16.15%) compared with the 2025/26 original budget. A reconciliation setting out how the grant has been calculated for 2026/27 can be found in Appendix 2. The grant from City's Estate is comprised of the following elements:

- Core Grant (Local Risk) - £4.100m – an increase of £480k (13.26%)
- Additional Grant (City Surveyor Works) - £3.275m – an increase of £1.055m (47.52%)
- Additional Grant – Recharges and Support Services - £2.116m, a reduction of £241k (10.22%)
- Additional Grant (Central Risk) - £20k – an increase of £20k
- Climate Action Strategy funding for leaky dam installations and vegetation clearance and thinning - £10k – an increase of £10k.

18. Please note that the grant does not include funding for depreciation as funding for any capital expenditure has previously been provided to the charity relating to the total purchase price of assets in the year that the expenditure took place. Depreciation is however funded from the charity's designated reserve held for tangible fixed assets with the £541k depreciation budgeted for 2026/27 as shown in Appendix 1 being funded from this reserve.

Draft Capital and Supplementary Revenue Project budgets for 2026/27

19. The latest estimated costs of the current approved Capital and Supplementary Revenue Projects are summarised below in Table 5:

Table 5 – Epping Forest Draft Capital and Supplementary Revenue Project budgets - 2026/27

Service	Project	Exp. Pre 01/04/25 £'000	2025/26 £'000	2026/27 £'000	2027/ 28 £'000	Later Years £'000	Total £'000
Epping Forest	Baldwins & Birch Hall Pond	239	202			-	441
Epping Forest	Epping Forest H & V Works		325				325
Epping Forest	CAS Carbon Removals	209	541				750
Epping Forest	Epping Forest Various Sites - BEMS Upgrade Phase 2	20	119				139
Epping Forest	Epping Forest Roof Works		758		-	-	758
TOTAL EPPING FOREST		468	1,945	0	0	0	2,413

20. The latest Capital and Supplementary Revenue Project forecast expenditure on approved schemes will be presented to the Court of Common Council for formal approval in March 2026.

Corporate & Strategic Implications

Strategic implications – none

Financial implications – none

Resource implications – none

Legal implications – none

Risk implications – the net local risk budget (core unrestricted grant) has been set at a level which will make it challenging to breakeven in 2026/27 (and in future years) without calling on reserves. This may therefore negatively impact delivery of core operations where additional cost savings and/or additional income are not achieved.

Equalities implications – none

Climate implications – none

Security implications – none

Conclusion

21. This report presents the proposed draft revenue and capital budgets for 2026/27 for Epping Forest charity for Members to consider and approve.

Appendices

- Appendix 1 – Statement of Financial Activities (SOFA) – Epping Forest
- Appendix 2 – Movement between 2025/26 and 2026/27 City's Estate Grant – Epping Forest

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Statement of Financial Activities	EPPING FOREST						
	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Unrestricted
	2025-26	2025-26	2025/26	2026-27	2026-27	2026-27	2026-27
	FY Original Budget £000	FY Original Budget £000	FY Original Budget £000	FY Budget £000	FY Budget £000	FY Budget £000	Budget Variance F / (A) £000
Income							
City's Estate Grant Funding							
Core Grant (Local Risk)							
Core Grant	3,620	3,620	0	4,100	4,100	0	480
Pay Settlement Adjustment	0	0	0	0	0	0	0
Total Core Grant	3,620	3,620	0	4,100	4,100	0	480
Additional Grant							
Operational - Surveyors Works	2,220	2,220	0	3,275	3,275	0	1,055
Operational - Corporate Recharges & Support Services	2,357	2,357	0	2,116	2,116	0	(241)
Operational - Central Risk - Expenditure	0	0	0	20	20	0	20
Total Additional Grant	4,577	4,577	0	5,411	5,411	0	834
Capital and Projects							
Capital (Restricted)	0	0	0	0	0	0	0
Other Projects (Restricted)	0	0	0	10	0	10	0
Total Capital and Projects	0	0	0	10	0	10	0
Total City's Estate Grant Funding	8,197	8,197	0	9,521	9,511	10	1,314
Self-Generated Income							
Fundraising	770	40	730	20	20	0	(20)
Trading	2,050	2,050	0	1,934	1,934	0	(116)
Learning Income	0	0	0	0	0	0	0
Other Income	18	18	0	22	22	0	4
Total Self-Generated Income	2,838	2,108	730	1,976	1,976	0	(132)
Total Income	11,035	10,305	730	11,497	11,487	10	1,182
Expenditure							
Local Risk Expenditure							
Direct Employees	4,641	4,641	0	4,909	4,909	0	(268)
Indirect Employee Costs	41	41	0	91	91	0	(50)
Fundraising	1	1	0	13	13	0	(12)
Direct Trading	6	6	0	147	147	0	(141)
Learning Expenditure	0	0	0	0	0	0	0
Premises	517	517	0	427	427	0	90
Conservation and Ecology	1,003	273	730	231	196	35	77
Access, Safety & Visitor Management	7	7	0	33	33	0	(26)
Transport	163	163	0	208	208	0	(45)
Equipment, Furniture and Materials	345	345	0	174	164	10	181
Supplies and Services	76	76	0	94	94	0	(18)
Total Local Risk Expenditure	6,800	6,071	730	6,327	6,282	45	(211)
Central Risk Expenditure							
External Audit / Accreditation	0	0	0	0	0	0	0
Insurance	0	0	0	20	20	0	(20)
Other	0	0	0	0	0	0	0
Total Central Risk Expenditure	0	0	0	20	20	0	(20)
City Surveyors Works - Repairs and Maintenance							
Cyclical Works Programme (planned / backlog)	1,769	1,769	0	2,808	2,808	0	(1,039)
Repairs and Maintenance (reactive)	451	451	0	467	467	0	(16)
Total City Surveyors Works	2,220	2,220	0	3,275	3,275	0	(1,055)
Total Operational Expenditure (Before Recharges)	9,020	8,291	730	9,578	9,533	45	(1,286)
Surplus / (Deficit) (Before Recharges)	2,015	2,015	0	1,919	1,954	(35)	(105)
Total Corporate Recharges & Support Services	2,357	2,357	0	2,116	2,116	0	241
Total Operational Expenditure (After Recharges)	11,377	10,648	730	11,694	11,649	45	136
Surplus / (Deficit) (After Recharges)	(342)	(342)	0	(197)	(162)	(35)	180
Central Risk - Depreciation	607	607	0	541	541	0	66
Surplus / (Deficit) After Depreciation	(949)	(949)	0	(760)	(703)	(35)	246
Restricted Capital Expenditure	0	0	0	0	0	0	0
Restricted Expenditure from Reserves (not analysed above)	0	0	0	0	0	0	0
Transfer (to) / from Fixed Asset fund	607	607	0	541	541	0	
Transfer (to) / from Unrestricted Reserves	92	92	0	162	162	0	(70)
Transfer (to) / from Restricted Reserves	0	0	0	35	0	35	0
Surplus / (Deficit) After Transfer to / (from) Reserves	(250)	(250)	0	0	0	0	250
Total Revenue Expenditure	11,377	10,648	730	11,694	11,649	45	(1,001)
Total Capital Expenditure	0	0	0	0	0	0	0
Total Expenditure	11,377	10,648	730	11,694	11,649	45	(1,001)

APPENDIX 1

Notes

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Notes

1 £480k increase in core grant from City's Estate compared with 2025/26. This is explained by an inflationary uplift to operational budgets as well as funding provided for cost of living pay rises to staff and the transfer of support services staff from the Directorate.

2 £1.055m increase in City's Estate funding for works relating to the City Surveyor. This is primarily explained by additional expenditure incurred on the Cyclical Works Programme (CWP) to meet the backlog of works for projects falling under the CWP managed by the City Surveyor.

3 £116k reduction in trading income projected for 2026/27 as a result of a decrease in the amount budgeted for rental income. This can be explained by the 2025/26 budget including one-off income relating to pipeline works. The 2026/27 budget for rental income has been reviewed and takes into account the charity's current levels of rental income with the shortfall also offset by additional rental income generated from other properties.

4 Increase in employment expenditure partly explained by the transfer of support service posts whose costs were previously met by the Directorate. The increase can also be explained by cost of living pay rises to staff and increases in employer's national insurance.

5 £50k additional indirect employment costs largely attributable to an increased need for staff training including mandatory courses such as health and safety. The extra costs are also explained by a need for recruitment costs.

6 Direct trading costs are estimated to increase by £141k compared with the 2025/26 budget. This is explained by the purchase of items for sale such as branded products at the Visitor Centre as well as additional merchandise, equipment and materials due to be purchased for sale at Chingford Golf Course in 2026/27.

7 £90k saving in premises costs budgeted for 2026/27. This is largely explained by a reduction in costs for repairs and maintenance expenditure with the majority of works at Epping Forest being covered by budgets under the control of the City Surveyor.

8 £77k reduction in costs met by the charity's unrestricted reserves for conservation and ecology compared with 2025/26. This is partly explained by additional works in 2026/27 being funded by the charity's designated grazing reserve.

9 The draft SOFA currently shows a £181k reduction in the total costs of equipment, furniture and materials. This is partly explained by items falling under direct trading in the 2026/27 budget such as purchases for the Visitor Centre and Chingford Course, having been categorised under this budget line in previous years.

10 £66k reduced depreciation costs compared with the 2025/26 budget. This is explained by reduced capital charges for vehicles, plant and infrastructure assets with some assets falling under these categories now having been fully depreciated.

11 The charity has budgeted to use part of its current level of unrestricted reserves during 2026/27. This is required in order to fund increased levels of expenditure in 2026/27 whilst remaining within the core grant of £4.1m due to be provided from City's Estate. The level of reserves required in 2026/27 will be kept under review by the charity as the year progresses.

Appendix 2

Movement between 2025/26 and 2026/27 Grant from City's Estate

Epping Forest	£000
Total City's Estate Grant Funding – 2025/26	8,197
Core Grant – 2025/26	3,620
Transfer of support services staff budgets from Directorate	255
Contingency funding for July 2024 pay award and employer's national insurance increases	113
3% uplift for inflation	112
Core Grant – 2026/27	4,100
Additional Grant – Surveyor Works – 2025/26	2,220
Re-phasing and backlog of works for Cyclical Works Programme (CWP)	1,039
Repairs and Maintenance (reactive)	13
Corporate cleaning contract costs	3
Additional Grant – Surveyor Works – 2026/27	3,275
Additional Grant – Corporate Recharges & Support Services – 2025/26	2,357
Recharges from corporate departments	104
Structural maintenance recharges from District Surveyor	8
Reduction in Directorate recharges	(245)
Removal of recharges from Learning Team	(103)
Increased recharges to City Fund for Woodredon and Warlies	(5)
Additional Grant – Corporate Recharges & Support Services – 2026/27	2,116
Additional Grant – Central Risk – 2025/26	0
Audit Fees	20
Additional Grant – Central Risk – 2026/27	20

Capital and Projects – 2025/26	0
Climate Action Strategy (CAS) funding for leaky dam installations and vegetation clearance and thinning	10
Capital and Projects – 2026/27	10
Total City's Estate Grant Funding – 2026/27	9,521

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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