

Committee(s): Epping Forest & Commons Committee	Dated: 12/7/2021
Subject: Epping Forest and The Commons Risk Management Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 / 5 / 12
Does this proposal require extra revenue and/or capital spending?	N
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: Colin Buttery, Director of Open Spaces	For Decision
Report author: Martin Falder, Project Support Officer, Open Spaces	

Summary

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

The Open Spaces Department reports on 10 departmental risks. These will next be presented to Open Spaces & City Gardens Committee on 13 July 2021.

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

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

There are nine risks managed by the Superintendent of The Commons. Two of these risks are currently reported red, five are amber and two are green. Two risks are proposed for removal.

Recommendation

Members are asked to note the report and:

- Approve the Epping Forest Risk Register included at Appendix 2.
- Approve The Commons Risk Register included at Appendix 3.
- Approve the removal of one green risk, TC 011 – Riddlesdown Quarry, as explained in paragraph 18.
- Approve the removal of one amber risk, TC 012 – Farthing Downs Cattle Grid, as explained in paragraph 19.

Main Report

Background

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

Current Departmental Position

4. The Departmental risks were received and agreed by the Open Spaces and City Gardens Committee on 2 December 2020. The Senior Leadership Team regularly reviews the departmental risks.
5. On 13 July, the Open Spaces and City Gardens Committee will receive a report on the following ten risks:
 - OSD 001 – Health and safety (Amber)
 - OSD 002 – Extreme weather and climate change (Amber)
 - OSD 004 – Repair and Maintenance of Buildings and Structural Assets (Red)
 - OSD 005 – Pests and diseases (Red)
 - OSD 006 – Impact of development (Amber)
 - OSD 007 – Maintaining the City's water bodies (Red)
 - OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument (Amber)
 - OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber) (Proposed for removal)

- OSD 012 – Budget Reduction & Income Loss Summary Risk (Red) (Reactivated risk)
 - CR32 – Wanstead Park Reservoirs (Red) (Corporate risk)
6. Risks related to COVID-19 are managed corporately under a separate risk register. Risks relevant to this committee have been attached at Appendix 6 for information.

Epping Forest

7. There are fourteen risks identified across Epping Forest. These are:
- EF 001 Increase in Health and Safety Incidents/Catastrophic Health & Safety failure (amber, score 6)
 - EF 002 Decline in Assets Condition (red, score 24)
 - EF 003 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition (amber, score 8)
 - EF 004 Raised Reservoirs (red, score 24)
 - EF 007 Pathogens (amber, score 12)
 - EF 008 Invasive Non-Native Species (INNS) (red, score 16)
 - EF 009 Severe Weather Events (amber, score 6)
 - EF 010 Development Consents close to Forest Land (amber, score 12)
 - EF 011 Wanstead Park – Heritage at Risk Register (amber, score 8)
 - EF 012 Loss of Forest Land and/or Concession of Prescriptive Rights (red, score 16)
 - EF 013 Loss of Knowledge in Skilled Staff/Difficulties in Recruitment (red, score 16) (Increased)
 - EF 014 Major Incident Resulting in Prolonged ‘Access Denial’ (amber, score 8) (Decreased)
 - EF 015 Public Behaviour (red, score 16) (Decreased)
 - EF 016 Financial Management and Loss of Income (amber, score 12) (Decreased)
8. There are currently six red risks and eight amber risks. There are currently no green risks.
9. EF 013 – Loss of Knowledge in Skilled Staff / Difficulties in Recruitment has been increased to Red (16) from a previous score of Amber (6). This is to reflect the recent loss of experienced staff related to TOM and the difficulty attracting applicants with the right skills and experience due to the moratorium on recruiting permanent roles in favour of FTCs. The target is to reduce this to Amber by March of next year, at which point the TOM should have been implemented and staff structure will be clearer.
10. EF 014 – Major Incident Resulting in Prolonged ‘Access Denial’ has been reduced to Amber (8) from Red (16), to reflect relaxations to lockdown. We will continue to monitor as further changes occur.
11. EF 015 – Public Behaviour has been reduced to Red (16) from Red (24) to reflect the changes to lockdown and the relief this is expected to provide to some sites. Nonetheless, it remains at red, as we have seen significantly increased visitor numbers and a commensurate increase in antisocial behaviour during this period. The target is

set for October 2021 at the same level as the current risk, although we hope to be able to lower this risk by the time of the next report to this committee.

12. The target score is Red for two risks, Amber for eleven risks, and Green for one risk. Actions are identified to help us achieve these target scores. Full details of these targets can be found at Appendix 2.
13. The detail of the individual Epping Forest risks is shown in Appendix 2. This also shows the actions that are being undertaken to bring the current risk score to the target risk score.

The Commons

14. There are nine risks currently identified across the Commons. These are:
 - TC 001 Health and Safety Failure (amber, score 8) (Decreased)
 - TC 002 Local Planning Issues (amber, score 12)
 - TC 004 Tree Diseases and Other Pests (red, score 16)
 - TC 005 Climate and Weather (amber, score 8)
 - TC 006 Pond Embankments, Burnham Beeches (green, score 2)
 - TC 007 Rural Payment Agency Grants (red, score 16) (Increased)
 - TC 010 Kenley Revival Project – Conservation Works (amber, score 6)
 - TC 011 Riddlesdown Quarry (green, score 4) (Decreased, proposed for removal)
 - TC 012 Farthing Downs Cattle Grid (amber, score 12) (Proposed for removal)
15. There are currently two red risks and five amber risks. There are two green risks. One of the green risks is proposed for removal.
16. TC 001 – Health and Safety Failure has decreased its score, but remains at Amber. This has been decreased to reflect reduction in pressure on site since lockdown measures have reduced. Mitigation work remains in place. Further details on this risk can be found at Appendix 3.
17. TC 006 – Pond Embankments, Burnham Beeches remains at Green (2). This risk will remain reportable to committee, however, to reflect the possibility that it may escalate in future, and to ensure trustees are properly informed of potential issues in this area.
18. TC 007 – Rural Payment Agency Grants has increased its score from Amber (8) to Red (16) to reflect the potential reduction of RPA grant by 75%, which would cause a significant funding gap. We are exploring options to challenge this reduction.
19. OSD TC 011 – Riddlesdown Quarry is proposed for removal. The risk has been reduced to Green (4) by actions on site and work is now complete.
20. OSD TC 012 – Farthing Downs Cattle Grid is a proposed for removal. Although the risk remains at Amber (12), this is now being managed under the City Surveyors Department under their 20-year CWP (and related risks), and no longer sits with The Commons. This cattle grid is off-site and is not under the direct management of the local team, but this risk was added in the prior report to help tackle the issue of ownership and management. This issue has now been resolved.

21. The target for five of the risks is amber and the other four are green. Actions are identified to help achieve these target scores. Full details of how we intend to achieve these targets can be found at Appendix 3.
22. The detail of the individual risks for the Commons is shown in Appendix 3. This also shows the actions that are being undertaken to reduce the current risk score to the target risk score.

Corporate & Strategic Implications

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

- Shape outstanding environments

Within which they will help deliver the outcomes:

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

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

A. Open spaces and historic sites are thriving and accessible.

B. Spaces enrich people's lives.

C. Business practices are responsible and sustainable.

Conclusion

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

Appendices

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

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