

Committee(s)	Dated:
Epping Forest and Commons Committee	12 September 2022
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 5, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director Environment	For information
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report provides the Epping Forest and Commons Committee with assurance that risk management procedures in place within the Environment Department are satisfactory and that they meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations. It is also reviewed regularly by the management teams at Epping Forest and The Commons.

Following the formation of the Environment Department in April 2022, a detailed review of all risks has been undertaken with the risk owners and management teams across the Department, including the Natural Environment Division. The outcome of this review is reflected in the risk registers presented in this report and its appendices.

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

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

Recommendation

Members are asked to:

- Note the content of this report and the action being taken to effectively manage risks, including the recent review of risks and risk management processes across the Environment Department.

Main Report

Background

1. The Risk Management Strategy of the City of London Corporation requires each Chief Officer to report regularly to Committee the risks faced by their department.
2. Risk owners are consulted, and risks are routinely reviewed, with the updates recorded in the corporate risk management information system (Pentana).
3. 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. Each Committee to which the Natural Environment Division reports will be presented with relevant risk registers every six months which more than fulfils this requirement.
4. The Executive Director assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. The requirements of the Charities Act 2022, which is due to be implemented over the coming year, will be monitored. Should there be any implications for the management and reporting of risks, processes will be amended as necessary to ensure continued compliance with the appropriate legislation.

Current Position

6. Over recent months, a full review has been undertaken of all risks and risk management processes across the Natural Environment Division, and the whole of the Environment Department. The outcome of this review is reflected in the risk registers presented in this report.
7. The scores, descriptions and mitigating actions of all risks have been fully reviewed and updated: they have been assessed in accordance with the City of London's Risk Matrix (Appendix 1). New risks have been added where necessary and others have been removed.
8. A Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Director at a higher-level and/or are common across the

whole of the Division. The Cross-Divisional risks are summarised in this report and the detailed register will be presented to the Open Spaces and City Gardens Committee on 6 October 2022.

9. Each of the five charities for which your Committee is responsible holds a risk register specific to its site or sites. The detailed risk registers for Epping Forest and each of the four Commons charities are summarised in the main body of the report and provided in full at appendices 2 to 6. For each risk, officers across the Division are undertaking a range of actions to mitigate the effects at their own sites.

Natural Environment Cross-Divisional Risks

10. The Cross-Divisional Risk Register of the Natural Environment Division contains top-level risks, such as those on specific projects. Other risks on the register are those which are common to most or all sites: individual charities hold their own local risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.
11. These Cross-Divisional risks are owned by the Natural Environment Director and are reviewed regularly by the Director and her Senior Leadership Team.
12. On 6 October 2022, the Open Spaces and City Gardens Committee will receive a report on the seven Cross-Divisional risks summarised below.
 - **ENV-NE 001:** Health and Safety (RED, 24)
 - **ENV-NE 003:** Repair and maintenance of buildings and structural assets (RED, 24)
 - **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)
 - **ENV-NE 004:** Pests and diseases (RED, 16)
 - **ENV-NE 002:** Extreme weather and climate change (AMBER, 12)
 - **ENV-NE 005:** Impact of development (AMBER, 12)
 - **ENV-NE 009:** Failure to implement the Charity Review (AMBER, 6)
13. As the Wanstead Park Reservoirs risk (ENV-NE 007) is specifically relevant to your Committee, it is included in the Epping Forest Risk Register at Appendix 2. This risk is managed jointly with the City's Building Control Service. A full report on the project will be presented to the next meeting of your Committee.
14. ENV-NE 009 has been added to the register to address the risk of failing to implement the Charity Review by the required deadline. The Director leads on the review and regular reports on the progress of the programme will be presented to all Natural Environment Committees.
15. ENV-NE 002 addresses the risks associated with extreme weather and climate change. This includes the risk of fire which, despite the increased probability over recent months, has been contained as a result of the successful implementation of mitigating actions at each site. This is kept under continual review at a local and cross-divisional level and further actions to manage the risk will be taken as necessary.

Epping Forest Risks

16. The Epping Forest Risk Register contains seven RED and seven AMBER risks owned and managed by the Assistant Director, Epping Forest and his Management Team. In addition, the Natural Environment Director owns the Wanstead Park Reservoirs (RED) risk which is managed as a higher level, Cross-Divisional risk. The detailed register is presented at Appendix 2.

17. The risk review did not identify any new risks. However, one risk was deactivated: this risk related specifically to damage to the site due to increased use during the Covid-19 pandemic. Now that all pandemic lockdown measures have been removed, it is considered that any residual and ongoing implications are sufficiently covered by other existing risks.
 - **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)

 - **ENV-NE-EF 004:** Decline in condition of assets (RED, 24)
 - **ENV-NE-EF 006:** Raised reservoirs (RED, 24)
 - **ENV-NE-EF 003:** Health and safety incidents/catastrophic health and safety failure (RED, 16)
 - **ENV-NE-EF 008:** Invasive non-native species (RED, 16)
 - **ENV-NE-EF 012:** Loss of forest land and buffer land/or concession of prescriptive rights (RED, 16)
 - **ENV-NE-EF 013:** Loss of knowledge in skilled staff/difficulties in recruitment (RED, 16)
 - **ENV-NE-EF 015:** Public behaviour (RED, 16)
 - **ENV-NE-EF 007:** Pathogens (AMBER, 12)
 - **ENV-NE-EF 010:** Development consents close to forest land (AMBER, 12)
 - **ENV-NE-EF 016:** Financial management and loss of income (AMBER, 12)
 - **ENV-NE-EF 005:** Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) condition (AMBER, 8)
 - **ENV-NE-EF 009:** Severe weather events (AMBER, 8)
 - **ENV-NE-EF 011:** Wanstead Park – Heritage at Risk Register (AMBER, 8)
 - **ENV-NE-EF 014:** Major incident resulting in prolonged 'access denial' (AMBER, 8)

The Commons Risks

Risks for the Commons were previously held in one combined risk register with the rating of each risk representing the overall position. The restructuring of risks to create a separate register for each charity enables more effective site-specific management and assessment.

Ashtead Common

18. The Ashtead Common Risk Register contains four AMBER and two GREEN risks as shown below. The detailed register is presented at Appendix 3.

19. Following the creation of the risk register specific to Ashtead Common, two new risks have been identified: 'Water pollution' (008), and 'Maintenance of buildings and other structures' (009).

- **ENV-NE-AC 008:** Water pollution (AMBER, 8)
- **ENV-NE-AC 009:** Maintenance of buildings and other structures (AMBER, 8)
- **ENV-NE-AC 005:** Tree diseases and other pests (AMBER, 6)
- **ENV-NE-AC 006:** Climate and weather (AMBER, 6)
- **ENV-NE-AC 001:** Budget reduction and income loss (GREEN, 4)
- **ENV-NE-AC 004:** Local planning issues (GREEN, 3)

Burnham Beeches and Stoke Common

20. The Burnham Beeches and Stoke Common Risk Register contains four RED and four AMBER risks.

21. Following the creation of a separate risk register covering these sites only, two new risks have been identified: 'Pollution' (008), and 'Maintenance of buildings and other structures' (009).

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

Coulsdon and Other Commons

22. The Coulsdon and Other Commons Risk Register contains one RED and six AMBER risks.

23. Following the creation of a risk register specific to these sites, two new risks have been identified: 'Pollution' (008), and 'Maintenance of buildings and other structures' (009).

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

West Wickham and Spring Park

24. The Wickham and Spring Park Risk Register contains one RED and five AMBER risks.
25. Following the creation of a risk register specific to these sites, one new risk has been identified: 'Maintenance of buildings and other structures' (009).
 - **ENV-NE-WWSP 009:** Maintenance of buildings and other structures (RED, 16)
 - **ENV-NE-WWSP 002:** Damage to sites (AMBER, 12)
 - **ENV-NE-WWSP 004:** Local planning issues (AMBER, 8)
 - **ENV-NE-WWSP 005:** Tree diseases and other pests (AMBER, 8)
 - **ENV-NE-WWSP 001:** Budget reduction and income loss (AMBER, 6)
 - **ENV-NE-WWSP 006:** Climate and weather (AMBER, 6)

Risk Management Process

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

Identification of New Risks

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

Corporate and Strategic Implications

30. 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.
31. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental and Divisional Business Plans and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies.

Risks are also being considered as part of the development of the Natural Environment Division's emerging strategies.

32. 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

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

Appendices

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

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