

Committee(s)	Dated:
Epping Forest and Commons Committee	26 January 2023
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 5, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Juliemma McLoughlin, Executive Director Environment	For Decision
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

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

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

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

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

Recommendation

The risks faced by the charities have been reviewed. Members are asked to consider, and if agreed to confirm, on behalf of the City Corporation as Trustee, whether the registers appended to this report satisfactorily set out the key risks to the charities and that appropriate systems are in place to identify and mitigate risks.

Main Report

Background

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

this report and the detailed register will be presented to the Open Spaces and City Gardens Committee for decision on 13 February 2023.

Current Position

Epping Forest Risks

7. The Epping Forest Risk Register is provided at Appendix 2. The register contains seven RED and seven AMBER risks owned and managed by the Assistant Director, Epping Forest and his Management Team.
8. In addition, the Natural Environment Director owns the Wanstead Park Reservoirs (RED) risk which is managed jointly with the City's Building Control Service, as a higher level, cross-divisional risk. A separate, detailed report on the Wanstead Park Reservoirs Project is presented to this Committee.
9. Since the risk register was last presented to your Committee, the scope of the 'Decline in condition of assets' risk (ENV-NE-EF 004) has been widened to include machinery, fleet and heritage assets. An action has been added to 'Protect the Scheduled Ancient Monuments (SAMs)' and the notes summarise the status of work being undertaken to mitigate this risk.
 - **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

10. The Ashtead Common Risk Register contains four AMBER and two GREEN risks as shown below. The detailed register is presented at Appendix 3.
11. Since the date of the last report to your Committee, the 'Water pollution' (008) risk has been reassessed and the current score reduced from Amber 8 (likely/serious) to Amber 6 (possible/serious). This is because, over the summer, Thames Water identified and corrected nine misconnections and there have been noticeably fewer water pollution incidences since. The situation will be kept under review and baseline data gathered to determine whether further action is required.
 - **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 008:** Water pollution (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

12. The Burnham Beeches and Stoke Common Risk Register contains four RED and four AMBER risks. The detailed register is presented at Appendix 4.
13. There have been no changes to any of the current risk scores since the date of the last report to your Committee. However, the notes of each risk and associated actions have been updated to reflect the current situation.
 - **ENV-NE-BBSC 002:** Damage to sites (RED, 16)
 - **ENV-NE-BBSC 005:** Tree diseases and other pests (RED, 16)
 - **ENV-NE-BBSC 007:** Rural Payment Agency Grants (RED, 16)
 - **ENV-NE-BBSC 009:** Maintenance of buildings and other structures (RED, 16)
 - **ENV-NE-BBSC 001:** Budget reduction and income loss (AMBER, 12)
 - **ENV-NE-BBSC 004:** Local planning issues (AMBER, 12)
 - **ENV-NE-BBSC 006:** Climate and weather (AMBER, 12)
 - **ENV-NE-BBSC 008:** Pollution (AMBER, 8)

Coulsdon and Other Commons

14. The Coulsdon and Other Commons Risk Register contains one RED and six AMBER risks. The detailed register is presented at Appendix 5.

15. There have been no changes to any of the current risk scores since the date of the last report to your Committee. However, the notes of each risk and associated actions have been updated to reflect the current situation.

- **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

16. The Wickham and Spring Park Risk Register contains one RED and five AMBER risks. The detailed register is presented at Appendix 6.

17. There have been no changes to any of the current risk scores since the date of the last report to your Committee. However, the notes of each risk and associated actions have been updated to reflect the current situation.

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

Natural Environment Cross-Divisional Risks

18. 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.

19. These Cross-Divisional risks are owned by the Natural Environment Director and are reviewed regularly by the Director and her Senior Leadership Team.

20. On 13 February 2023, the Open Spaces and City Gardens Committee will receive a report on the nine Cross-Divisional risks summarised below.

- **ENV-NE 001:** Health and Safety (RED, 24)
- **ENV-NE 003:** Operational Property: 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 011:** Recruitment and retention of staff (AMBER, 12)
 - **ENV-NE 010:** Budget pressures (AMBER, 8)
 - **ENV-NE 009:** Failure to implement the Charity Review (AMBER, 6)
21. 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 is presented separately to this Committee.
 22. ENV-NE 011 has been added to the register to address the risk of being unable to recruit and retain sufficiently skilled members of staff. Mitigating actions include improving the learning and development offer to our existing staff and widening recruitment campaigns.
 23. ENV-NE 010 has been added to the register to address the risk of a reduction in income. In order to mitigate the risk, a Charity Income Strategy has been drafted for Committee approval. Additionally, consideration is being given to adopting software which will assist in the identification of relevant grants to which we can bid for funding.

Risk Management Process

24. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
25. 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).
26. 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

27. 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

28. 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.
29. 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.
30. 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

31. 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

Contact

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

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

(A) Likelihood criteria

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

(B) Impact criteria

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

(C) Risk scoring grid

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

(D) Risk score definitions

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

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

Contact the Corporate Risk Advisor for further information. Ext 1297

October 2015

ENV NE Epping Forest

Report Author: Joanne Hill

Generated on: 06 January 2023



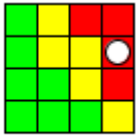
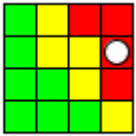
Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 007 Wanstead Park Reservoirs (formerly CR32)	<p>Cause: Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p>Event: Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p>Impact:</p> <ul style="list-style-type: none"> • Potential for loss of life or injury to staff/residents. • Legal action by the Environment Agency. • Low level flooding of the park and surrounding residential/commercial areas. • Damage to a listed landscape. • Requirement for significant immediate CoL funds to repair damage. • Civil claims/financial loss claims made from residents/ businesses. • Adverse effect on the reputation of the City Corporation (local/national media interest). • Park closed for several weeks. 	<p>Likelihood</p> <p>Impact</p>	24	<p>Engineering study completed November 2020 recommended a lower level of activity required than originally envisaged. While the Large Raised Reservoirs (LRRs) are classified as High Risk under the Reservoirs Act 1975 and the Flood and Water Management Act 2010, their Dam Category of C or D means that the outcome of failure is relatively small. A further additional assessment of the interaction between the River Roding and Ornamental Waters has been undertaken.</p> <p>The project progressed through Gateway 3 in late November 2021.</p> <p>Outline options are continuing to be developed. One option is to do just the reservoir safety works recommended in the 2020 study. Another option is to do the reservoir safety works as well as water balance interventions to assist with long term safety management of the lakes; this includes commissioning a water balance</p>	<p>Likelihood</p> <p>Impact</p>	8	30-Jun-2024	

<p>09-Dec-2019 Sally Agass</p>				<p>assessment to consider what water budget interventions could be made to minimise the risk of the dams drying out.</p> <p>The City Surveyors are progressing works to reinstate the River Roding pumphouse and other land drainage works to increase water supply to the Ornamental Water. An application for winter abstraction is with the Environment Agency.</p> <p>A consultant has been appointed to produce designs for a Sustainable Drainage System (SuDS) within the park as part of the GLA's 'Green and Resilient Places' development funding. The feasibility report is expected to be finalised in early 2023.</p> <p>In October 2021, a weekly inspection of the Perch Pond dam revealed a leak in the vicinity of the outflow structure. This remains under in consultation with the supervising Panel Engineer.</p> <p>05 Jan 2023</p>			<p>Reduce</p>	
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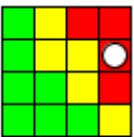
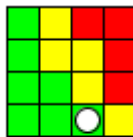
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
<p>ENV-NE 007d Environment Agency Actions</p>	<p>Confirm to EA that measures in the interest of safety have been completed.</p>	<p>The Supervising Panel Engineer is kept up to date with the project's progress during their six-monthly inspections of the lakes, during which the Panel Engineer determines if further action is required. The next inspection is due on 23 January 2023.</p> <p>The project is now progressing through detailed options to Gateway 4. Having been delayed by the Project Review the Gateway 4 report will now be presented to Committee in January 2023.</p>	<p>Tim Munday</p>	<p>05-Jan-2023</p>	<p>30-Jun-2024</p>
<p>ENV-NE 007g Gateway 4 report to</p>	<p>Outline options under consideration with procurement of professional expertise to refine options.</p>	<p>The water balance assessment has been delayed following difficulties in finding a consultant. It is now proposed to do this following Gateway 4 (if this option is taken forward) as part of any exercise necessary to secure permissions for water balance works (i.e. a river abstraction license).</p>	<p>Tim Munday</p>	<p>05-Jan-2023</p>	<p>26-Jan-2023</p>

request funding to progress chosen option to detailed design		The Gateway 4 report will now be supported by an outline water supply potential assessment. Having been delayed by the Project Review, the report will now be presented to Epping Forest and Commons Committee on 26 January 2023.			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<p>ENV-NE-EF 004 Decline in Condition of Assets</p> <p>19-Aug-2015 Paul Thomson</p>	<p>Causes: Insufficient maintenance resource; failure to implement recommendations; damaging activity by visitors to the Forest.</p> <p>Event: Failure to meet statutory regulations and checks. Assets deteriorate to unusable/unsafe condition.</p> <p>Effect: Poor condition of assets; loss of value; cost of repair; fines from Local Authority and other statutory bodies.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>24</p>	<p>Investigating investment opportunities for the Warren House for long-term sustainable use. Investment in buildings from local risk is slow but proceeding. Cyclical Works Programme (CWP) investment has been significantly reduced below the levels reported last year. This risk therefore remains at Red and potentially escalating. We are investigating innovative solutions to accelerate and secure capital investment in lodges and other built assets at Epping.</p> <p>The number of empty lodges has risen recently due to vacancies. Staff terms and conditions are under review as part of the Target Operating Model (TOM) process and this will affect prioritisation of works over the coming months.</p> <p>Several significant assets are in decline and works have revealed further unseen dilapidations we do not have resources currently planned to address. The target score remains at Red, to indicate that we are aiming to maintain our current position based on existing budgets and do not anticipate significant improvement in the coming year. Corporately, the CWP award is 27% of the sum requested.</p> <p>This risk has been expanded to include machinery, fleet and heritage assets.</p> <p>06 Jan 2023</p>	<p>Likelihood</p>  <p>Impact</p>	<p>24</p>	<p>Accept</p>	

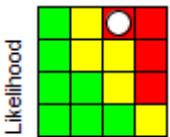
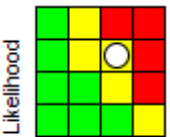

Appendix 2

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 004d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by City Surveyor's or delegated to site.	Comprehensive Fire Risk Assessment Audits have been carried out across all Epping Forest sites with no local actions outstanding. Legionella management has recommenced following COVID-19 site shutdowns.	Jo Hurst	06-Jan-2023	30-Sep-2023
ENV-NE-EF 004e Annual building inspections	Joint inspection of all buildings including residential by site and City Surveyor's to capture maintenance needs. Required annually.	COVID-19 and changes of staff in the City Surveyor's Department (CSD) have delayed progress. Some empty lodges have been visited for condition surveys. Changes to structures in CSD may mean they no longer attend site for inspections.	Jo Hurst	06-Jan-2023	30-Sep-2023
ENV-NE-EF 004g Upkeep of Great Gregories Farm	Put actions and processes in place which ensure the upkeep and development of the site.	The replacement of the roof on the small barn has been postponed further under CWP, with no future date identified. Roofing for Pad1 is a Spend to Save project moving through the Gateway process, subject to a 40% Defra grant.	Paul Thomson	06-Jan-2023	30-Sep-2023
ENV-NE-EF 004j Maintain path network	Monitor the path network annually and carry out necessary maintenance.	The path network is monitored on an annual basis, and a maintenance programme prepared to address issues raised. We have £250k RASC funding, recently confirmed after review, for environmental damage to paths caused by high levels of use by visitors.	Paul Thomson	06-Jan-2023	30-Sep-2023
ENV-NE-EF 004k Aging condition of fleet	Fleet replacement programme	Assets such as patrol vehicles, tractors and other mobile agricultural machinery are exceeding their operational life and failing increasingly tight environmental standards, such as the extension of ULEZ. All replacements must be funded by local risk as no central fund is available. Budget has been prioritised for a series of replacements, using part exchange, hire purchase or other financial arrangements to allow the most efficient replacement of assets, prioritised by risk.	Jo Hurst	06-Jan-2023	31-Mar-2024
ENV-NE-EF 004l Protect Scheduled Ancient Monuments	Maintain the condition of the scheduled ancient monuments (SAMs). Improve the current state of knowledge of the extent of the monuments. Protect the monuments from erosion due to visitor activities.	Conservation Management Plans are in preparation for Loughton Camp and Ambresbury Bank to manage the conflicting risks of protection of the Scheduled Ancient Monuments (SAMs) and the veteran trees upon the monuments. The SAMs at Purlieu Bank (2 sections) and The Temple at Warlies Park are subject to ongoing review. We are undertaking a LiDAR of all SAMs during winter 2022/23, while trees are not in leaf. Specific plans are being prepared to alter public use of SAMs to prevent erosion.	Sally Gadsdon	06-Jan-2023	31-Dec-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 006 Raised Reservoirs 19-Aug-2015 Paul Thomson	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. Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse. 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.	Likelihood  Impact	24	No change to current risk score. Work at Birch Hall Park was completed in September 2022. The Baldwins Pond project previously failed to attract tender interest and will be retendered during 2023. 06 Jan 2023	Likelihood  Impact	4	31-Oct-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 006a Panel Engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October.	Twice yearly inspections completed on schedule as agreed with the Panel Engineer.	Paul Thomson	06-Jan-2023	31-Mar-2024
ENV-NE-EF 006c Internal inspection regime	Weekly inspection of reservoirs/dam.	Ongoing action. Blue books are being completed at agreed intervals. Formal recording has moved to an online process.	Laura Lawson	06-Jan-2023	31-Mar-2024
ENV-NE-EF 006e Baldwins Pond and Birch Hall Park Pond	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond.	Work on Birch Hall Park Pond was completed in September 2022. The Baldwins Pond project previously failed to attract tender interest and will be retendered during 2023.	Paul Thomson	06-Jan-2023	31-Oct-2023
ENV-NE-EF 006f Rookery Wood, Tudor Square Pond	Maintenance of Rookery Wood, Tudor Square Pond. Conservation management of Copped Hall.	District Surveyor's Division to fund and plan maintenance works. A plan to schedule the structure and seek Countryside Stewardship Funding for some dam elements was approved by Committee in November 2022. We are currently looking at further survey work on heritage and biodiversity value with Historic England to explore options on the site and possible funding. This may have medium-term implications beyond 2024 for beginning to access site and explore modifying the earthworks in	Paul Thomson	06-Jan-2023	31-Mar-2024

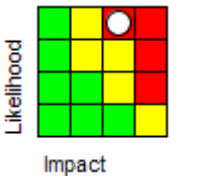
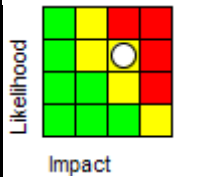
		<p>the long term. There is no funding from the Cyclical Works Programme at present. A draft report on the Historic England assessment has been submitted to the CoL.</p> <p>This will be linked to the Copped Hall Conservation Management Plan which has been completed and is currently out for consultation. District Surveyor's Division has carried out assessment works of the in-place dam structure and LiDAR mapping.</p>			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 003 Health and Safety incidents / Catastrophic Health and Safety failure 19-Aug-2015 Paul Thomson	<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; uncertainties due to the ongoing TOM process.</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>	 <p>Likelihood</p> <p>Impact</p>	16	<p>This continues to be actively managed.</p> <p>A hazardous tree survey was completed in 2022 but works arising, particularly at the amber zones, have not been completed due to recruitment restrictions and larger numbers of hazardous trees being identified. These works are unlikely to be completed this year. Red zones are being prioritised. This may increase the risk score if not addressed in the coming year: the situation will be kept under review.</p> <p>We are supplementing our teams with the use of specialist contractors to help address deadlines until such time as we are able to recruit staff on a permanent basis.</p> <p>06 Jan 2023</p>	 <p>Likelihood</p> <p>Impact</p>	12	31-Mar-2024	
						Accept		

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 003c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review.	H&S training (operational) system is in place and established. Expiring training known in advance and scheduled. Training items that were delayed or deprioritised due to COVID-19 related complications have been subject to a 'catch-up' plan which has been implemented. A training matrix link to induction and new starters is in place.	Jo Hurst	06-Jan-2023	31-Mar-2024
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 communications.	All roles and responsibilities are outlined and clarified in the agreed local Health and Safety statement. Due to the current high number of vacancies, there are gaps in responsibilities which are being prioritised on a risk basis. Significant review will be necessary post-TOM.	Paul Thomson	06-Jan-2023	31-Mar-2024

Appendix 2

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	Annual licensee checks take place: we are concentrating on catering outlets where there are specific issues around hygiene ratings and other issues. Checks may be extended to other commercial tenants, e.g. Cricket Pavilions, but this may just be a single reminder of responsibilities. Event licences on Forest land are being directed to the Local Authority Safety Advisory Group.	Jo Hurst	06-Jan-2023	31-Mar-2024
ENV-NE-EF 003g Staff health, safety and wellbeing	Provide support to staff where possible.	<p>Prolonged understaffing due to uncertainties of extended TOM and restrictions on recruitment is resulting in overstretched staff and physical and mental stress.</p> <p>Key team members are trained Mental Health First Aiders but this is a reactive function intended to notice and act upon indicators of mental health crisis, and these staff and managers are unable to remedy situations to reduce work stresses as they currently present themselves.</p> <p>Support such as Occupational Health and the Employee Assistance Programme is advertised and communicated, but underlying issue of unsustainable work pressure cannot be resolved until TOM programme is wholly complete and embedded.</p>	Jo Hurst	06-Jan-2023	31-Mar-2024

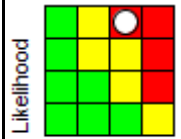
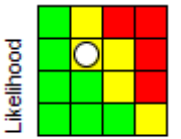
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path	
ENV-NE-EF 008 Invasive Non Native Species (INNS) 19-Aug-2015 Paul Thomson	<p>Cause: Lack of adequate controls on international trade encourages transmission of invasive non-native species; inadequate site biosecurity often through conscious public release of INNS within Forest.</p> <p>Event: Sites become occupied by INNS which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some INNS have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a).</p> <p>Effect: Loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites.</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>OPM is a seasonal risk which remains red due to high levels over the summer. Other INNS continue to be monitored.</p> <p>A new annual survey has been contracted out. We are reducing reliance on spraying and are increasing the manual removal of caterpillars in high-traffic areas.</p> <p>06 Jan 2023</p>	 <p>Likelihood</p> <p>Impact</p>	12	30-Jun-2024	Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-EF 008c INNS policy	Develop an INNS policy - particular focus on OPM, although other pathogens and areas of concern to be tackled.	<p>The importance of INNS (now DIES) to be reflected in plans for the new structure and recruitment under TOM, with key deliverables in policy and management.</p> <p>An annual assessment and control process is in place. Financial and labour resources continue to be targeted on OPM (nest removal), Ramorum disease (spraying of rhododendron host regrowth), Giant Hogweed and Japanese Knotweed control. A spreadsheet of all INNS taxonomic groups is planned to provide a comprehensive basis for prioritising actions on species and to allow an INNS Action Plan as well as a policy approach.</p>			Paul Thomson	06-Jan-2023	31-Mar-2024
ENV-NE-EF 008g OPM Monitoring	This action tracks work done to mitigate the spread of Oak Processionary Moth in Epping Forest.	<p>OPM is a seasonal risk and remains red due to high levels over the summer. Other INNS are being monitored as usual.</p> <p>A new annual survey has been contracted out. We are reducing reliance on spraying and are increasing the manual removal of caterpillars in high-traffic areas.</p>			Paul Thomson	06-Jan-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 012 Loss of forest and buffer land and/or concession of prescriptive rights 19-Aug-2015 Paul Thomson	<p>Cause: Lack of single definitive reference point for Epping Forest boundaries and accesses.</p> <p>Event: Failure to recognise encroachments or legal limitation by the failure to act within a reasonable period of time.</p> <p>Effect: Compromised statutory responsibility through loss of forest and buffer land to encroachment; concession of prescriptive rights and loss of potential income; significant costs and jeopardy of litigation in recovering rights; harm to City of London's reputation as Conservators.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>The risk remains at the same level. We have not yet achieved the target to reach Amber due to test case issues (as below) and lack of resources in terms of completing on-site surveys.</p> <p>Test cases put forward so far are too old to legally challenge, so we are not preferred at this time. We are currently seeking advice from the Legal Team as to how to address the remaining encroachments.</p> <p>Access audit phase one (desk-based review) has been completed. However, more than half of the 38 compartments are still to have a ground-truthing field visit to assess the issues with access on the ground. Therefore, risk remains of potential prescriptive rights being developed. Resources to ensure this survey takes place will need to be reviewed as part of the Target Operating Model process (TOM).</p> <p>06 Jan 2023</p>	<p>Likelihood</p> <p>Impact</p>	12	31-Mar-2024	
							Reduce	

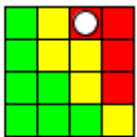
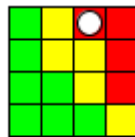

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 012b Epping Forest Access Audit	Undertake audits of all 38 Forest compartments and buffer land.	Audits have been suspended until completion of TOM recruitment.	Laura Lawson	06-Jan-2023	31-Mar-2024
ENV-NE-EF	Work with the City Surveyor's and the	Test cases brought forward are too old for challenge. A draft EFCC report collates all potential	Tristan	06-Jan-2023	31-Dec-2023

012d Assessment of the audits in partnership with CS and CCS	Comptroller and City Solicitor's Departments to consider whether legal action is required to settle disputes.	historic encroachments with a view to resolve the remaining encroachments. This draft is currently with the Legal Team for their comment.	Vetta		
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 013 Loss of knowledge in skilled staff/ Difficulties in recruitment 19-Aug-2015 Paul Thomson	Cause: Previous reliance on memory-based rather than documentary records; retirements amongst ageing workforce; remuneration and benefits package increasingly uncompetitive for market sector. Event: Loss of knowledge and skills. Effect: Extra training needs, difficulty in recruitment or induction of new staff.	 Likelihood	16	Risk remains high due to loss of skilled staff related to the Target Operating Model (TOM) process and inability to recruit beyond Fixed Term Contracts. We have continued to lose skilled staff throughout 2021 and 2022. This risk is an active issue at present. Skilled staff are being lost and we are unable to recruit to certain roles. The original target to reduce the risk to Amber (6) by June 2022, has been significantly delayed until the outcomes and direction of the TOM are realised and vacancies are recruited to. Introduction of a Talent Management Strategy is also awaiting the outcome of the TOM and has been delayed likely till end of March 2023. The TOM process has negatively impacted staff retention. 06 Jan 2023	 Likelihood	6	31-Mar-2024 Reduce	

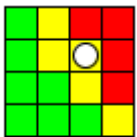
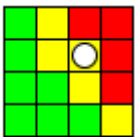

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 013a Key role assessment actions	Identify key roles where officers are nearing retirement or expressing development needs or desire to leave CoL or the Department. Review this data annually via PDR's and one to ones. Succession plan drawn up by Management	Talent management strategy deferred as awaiting finalisation of the TOM process and new structures. A number of key staff have been lost due to uncertainty during this transition.	Jo Hurst	06-Jan-2023	31-Mar-2024

	Team and agreed by the Assistant Director. HR support for key roles.				
ENV-NE-EF 013b Increase process documentation	Increase documentation of memory based knowledge Ensure that information needed for emergency situations and out of hours is written down forming part of a pack Move collected data onto the GIS system	CiviCRM solution has been delivered and is being implemented throughout the Epping Forest teams. The StarTraq system for management of PCNs and FPNs is also ready for deployment but delayed due to recruitment and structure pressures in Forest Keeper and Enforcement Team.	Jo Hurst	06-Jan-2023	31-Mar-2024
ENV-NE-EF 013c Appointment cross-over (budgetary issue)	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR.	Details to be articulated in Talent Management Strategy, but there will always be budgetary constraints and decisions taken on case-by-case basis.	Jo Hurst	06-Jan-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 015 Public behaviour 19-Aug-2015 Paul Thomson	<p>Cause: Crime; irresponsible dog owners; rough sleepers; user conflict; trespass; alcohol; unlicensed activity.</p> <p>Event: Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social, irresponsible, or unsafe behaviour.</p> <p>Effect: Negative PR; injury to visitors; insurance claims; police exclusion zones; rise in crime rates; illegal occupancy of Forest land; increase in costs of managing public behaviour.</p>	 <p>Likelihood</p>	16	<p>We work in partnership with a range of Police and Anti-Social Behaviour managers to manage this risk.</p> <p>We accept that we cannot reduce this risk for the foreseeable future, but we have put in place a range of reasonable measures to limit the effects as far as we can.</p> <p>06 Jan 2023</p>	 <p>Likelihood</p>	16		
							Impact	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 015b Controlling dogs	Implementation and monitoring of PSPOs and other dog control measures on sites.	PSPOs are in place. A Code of Conduct for responsible dog walking is in place. This is not high priority at present for enforcement, but we are monitoring and taking action where appropriate.	Paul Thomson	06-Jan-2023	31-Mar-2024
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 now work in partnership with a range of Police and ASB managers to address this risk.	Paul Thomson	06-Jan-2023	31-Mar-2024
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. They work with appropriate local authorities and agencies to deal with individual cases.	Paul Thomson	06-Jan-2023	31-Mar-2024
ENV-NE-EF 015j Develop an Enforcement	Develop an Enforcement Policy to deal with public behaviour which contravenes the Epping Forest byelaws.	This policy will ensure that City of London staff, those we regulate, and other stakeholders and partners are aware of the intent and principles underpinning our approach to the action we may take when managing unlawful activity in Epping Forest.	Laura Lawson	06-Jan-2023	30-Sep-2023

Policy		A draft Policy has been prepared and will be presented to Committees in due course.			
ENV-NE-EF 015k Influence public behaviour	Encourage safe and responsible use of the Forest.	<p>Activity based codes of conduct or guidelines for cycling, dog walking, fishing and horse riding have been developed and are available online.</p> <p>A general code of conduct for visiting Epping Forest, based on the Countryside Code has been developed. Widespread distribution of this needs further work.</p> <p>The Epping Forest Communications plan includes key messages about behaviour and respect for others.</p> <p>An Enforcement Policy and an Anti-Social Behaviour Policy have been drafted and will be presented to Committees in due course.</p>	Paul Thomson	06-Jan-2023	30-Sep-2023


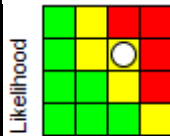
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<p>ENV-NE-EF 007 Pathogens</p> <p>19-Aug-2015 Paul Thomson</p>	<p>Cause: Lack of adequate controls on international trade encourages transmission of pathogens; inadequate site biosecurity; and spread of novel pathogens responding to changes in climate presence of suitable hosts.</p> <p>Event: Sites become infected by pathogens causing diseases which lead to the decline or loss of key species.</p> <p>Effect: Loss or decline of key species; temporary site closures; increased costs for biosecurity, monitoring and reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>12</p>	<p>Highly pathogenic Avian Influenza (HPAI) variant HN51 is now present in a series of bird populations in Epping Forest lakes, with noticeable impact on populations of large birds, including geese and swans. Public information signage has been introduced and carcasses are being collected and appropriately disposed of where possible.</p> <p>Ramorum: Rhododendron regrowth continues to require treatment by spraying. Annual inspections are carried out and will next be done in late 2023. Otherwise, there are no obvious increases in risk factors.</p> <p>Ash Dieback: There are no obvious changes, but if weather patterns continue, this is likely to lead to larger ash deterioration. This is being picked up by existing monitoring in target zones but remains a concern.</p> <p>Sooty bark disease: This remains a significant problem and now forms a major part of the annual Hazardous Tree Programme.</p> <p>We accept that we cannot reduce this risk for the foreseeable future, but we have put in place a range of ongoing measures and longer-term actions to limit the likelihood and impacts as far as we are able.</p> <p>06 Jan 2023</p>	<p>Likelihood</p>  <p>Impact</p>	<p>12</p>	<p>Accept</p>	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 007a Massaria survey	Undertake a survey for Massaria twice a year and implement actions which arise.	Staff shortages significantly affected the completion of the tree safety program during 2022. However, Massaria management, involving climbing surveys of affected trees, has been completed.	Paul Thomson	06-Jan-2023	31-Mar-2024
ENV-NE-EF 007d Ramorum Disease	Sudden Oak Death - Annual inspection of all Rhododendron.	Additional work: mature and large Rhododendron bushes are being removed (by uprooting - to avoid future spraying control where possible).	Paul Thomson	06-Jan-2023	31-Mar-2024
ENV-NE-EF 007e Biosecurity policy	Need to develop a biosecurity policy and then implement.	Biosecurity position statement was completed. The location-specific biosecurity measures remain in place at Warren Plantation and were reviewed comprehensively in May 2022. Wider biosecurity measures for other pathogens are yet to be determined or agreed: a report is due by the end of 2024. The biosecurity measures will now be integrated into the INNS Action Plan for completion in 2024.	Paul Thomson	06-Jan-2023	31-Dec-2024
ENV-NE-EF 007g Avian Influenza	Undertake a weekly survey of bird fatalities.	A weekly survey of the highly pathogenic Avian Influenza bird fatalities is carried out.	Laura Lawson	06-Jan-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 010 Development Consents close to Forest Land 19-Aug-2015 Paul Thomson	<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>	<p>Likelihood</p> <p>Impact</p>	12	<p>The Epping Forest District Council (EFDC) Local Plan HRA has now been fully updated in relation to air pollution. An Air Pollution Mitigation Strategy (APMS) was approved by EFDC full council in February 2021. Nonetheless, elements of this APMS remain to be resolved due to controversy about their introduction or effectiveness - namely the Clean Air Zone - and development sites still present an air quality risk as a result.</p> <p>The London Borough of Waltham Forest (LBWF) Local Plan Examination in Public took place in April 2022. The CoL continues to liaise with LBWF on the Air Quality Management Strategy and SANGS options with a view to securing appropriate protection for the forest.</p> <p>Local Authorities are close to completing the Epping Forest Special Area of Conservation (EFSAC) Mitigation Strategy.</p> <p>06 Jan 2023</p>	<p>Likelihood</p> <p>Impact</p>	12	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 010a Local authorities/Counties Local Plans and Core	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	SAC Oversight Group has now agreed governance, finance and a package of mitigation measures. We await sign-off from the relevant committees of these LAs to approve. LB Redbridge has already approved and LB Waltham Forest will do so via delegated powers.	Tristan Vetta	06-Jan-2023	30-Sep-2023

Strategies	England. LB Waltham Forest Core Strategy and other LA actions plans: Respond to any further consultation.				
ENV-NE-EF 010c Forest Transport Strategy	Development and ongoing work on the Forest Transport Strategy	Progress is being made and the Strategy is now in draft. Meetings are held every two months with the District Council and the intention is to extend consultation to other relevant authorities.	Jacquelin e Eggleston	06-Jan-2023	31-Dec-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 016 Financial management and loss of income 18-May-2016 Paul Thomson	<p>Cause: The CoL is facing austerity efficiencies: 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. Failure to deliver to spend profile may result in loss of budget; lack of skills/capacity to deliver income generation projects; unrealistic initial targets and deadlines. Possible impact of Brexit.</p> <p>Event: Reduction 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. Division is unable to deliver spend to profile or income generation programmes to agreed targets and timescales. Adverse workload impact on service delivery.</p> <p>Effect: Reduction in income. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing. Reduction / loss of biodiversity.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>There remains a need to achieve savings and manage inflationary pressures. Our focus is currently on car parking, lodge rentals, commercial wayleaves, and public events.</p> <p>Applications to the Rural Payments Agency's (RPA) Countryside Stewardship Scheme are being made in April 2023 which will stem the loss of Basic Payment Scheme (BPS) income. Furthermore, new grant schemes under the Environment Land Management Programme also offer additional income for the future.</p> <p>In the meantime, we accept that we cannot reduce the risk further, but will keep it under regular review.</p> <p>06 Jan 2023</p>	 <p>Likelihood</p> <p>Impact</p>	12	Accept	

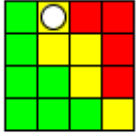
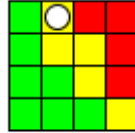
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 001e Next round of savings to be agreed	Working to deficit budget reduction targets by increasing income generation.	<p>Net income from car parking, lodge rentals and commercial wayleaves has met current budgets, but further efficiencies and income enhancement must be found over the coming years.</p> <p>The draft Natural Environment Division's strategies include a focus on income generation. We are also awaiting the outcome of the Natural Environment Charity Review which may present additional opportunities through changes to financial structures and governance.</p>	Jo Hurst; Paul Thomson	06-Jan-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Flight path
<p>ENV-NE-EF 005 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition</p> <p>19-Aug-2015 Paul Thomson</p>	<p>Cause: Lack of appropriate habitat and tree management (pollarding) and lack of grazing pressure; Invasive Non Native Species (INNS); anthropogenic nitrogen deposition; atmospheric pollution; and climate change.</p> <p>Event: Unfavourable assessment by Natural England.</p> <p>Effect: Decrease in % SSSI area in favourable condition (currently 35.42%); decrease in % SSSI area in unfavourable recovering (currently 48.24%); loss of current (HLS) and future grant (e.g. CSS) funding; harm to City's reputation; fines from Natural England and Defra.</p>	<p>Likelihood</p> <p>Impact</p>	<p>8</p> <p>10-year Countryside Stewardship (CSS) Agreement (Forest 1) for part of the SSSI is in place for 2020-2029 and is being delivered which includes three SSSI units in “unfavourable” condition. Three further applications to cover the remainder of the SSSI Wanstead Park and Copped Hall are being prepared with work planned to start in 2024. Work is being targeted to address some of the reasons for 'unfavourability' in the units in this second half of the Forest.</p> <p>Conservation grazing has been reintroduced into two areas of the Forest (Barn Hoppitt and Pole Hill) with a third area to be started in the next year. This should see an improvement in the grassland management of those sites within the SSSI.</p> <p>The site sustained significant damage to the fabric of the SSSI/SAC due to increased visitor numbers during COVID-19, with a rise of around 300%. Damage to entrances and ride edges has been significant. Pathways have proliferated in the wooded areas. Part of the second CSS application includes a request for visitor management infrastructure to help alleviate visitor damage.</p> <p>06 Jan 2023</p>	<p>Likelihood</p> <p>Impact</p>	<p>8</p> <p>Accept</p>	

Action no,	Action description	Latest Note	Action	Latest Note	Due Date
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Appendix 2

Title,			owner	Date	
ENV-NE-EF 005a Countryside Stewardship (CSS) grant	Make CSS grant application to avoid loss of this vital income stream whilst ensuring habitat management targets are sustainable across 10-year agreement period.	10-year Countryside Stewardship Agreement (Forest 1) for part of the SSSI has been achieved and is being delivered. A second agreement is being sought for the remainder of the Forest which is currently being prepared and is due for submission in April 2023. Further applications for Copped Hall Park and Wanstead Park have also been agreed by Committee.	Paul Thomson	06-Jan-2023	30-Apr-2023
ENV-NE-EF 005b Biodiversity 2020 targets for SSSI	Create plan of action for 5 compartments within existing resources to ensure consideration of priorities for CSS application.	Natural England officers will be reviewing the remaining SSSI compartments for reassessment.	Paul Thomson	06-Jan-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date/Risk Approach	Flight path
ENV-NE-EF 009 Severe weather events 19-Aug-2015 Paul Thomson	<p>Cause: Severe gale and storm events; prolonged precipitation/increased precipitation events; restricted precipitation 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; incidents increase demand for staff resources to respond to maintain public and site safety; temporary site closures; increased costs for reactive management.</p>	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="text-align: right; font-weight: bold; margin-bottom: 2px;">Likelihood</div>  <div style="text-align: center; font-weight: bold; margin-top: 2px;">Impact</div> </div> <p style="text-align: center; font-weight: bold; margin-top: 10px;">8</p>	<p>Incident management plan has been updated to incorporate wildfire planning and the JESIP protocols for joint action across authorities. We have buy-in from the London Fire Brigade. Fire and Rescue Services have signed off wildfire plans both in London and Essex. There are site visits with Essex Fire and Rescue Service at the end of July / early August to confirm infrastructure is satisfactory. In London, two additional sites are having wildfire response plans prepared.</p> <p>Several large storms during 2022 led to the Severe Weather Plan being implemented.</p> <p>The current risk score remains at Amber 8 (likely; serious) due to dry summers increasing the risk of wildfires and driving sooty bark disease of maples, bleeding canker of horse chestnuts, and Massaria disease of London Plane. We have implemented mitigating actions to maintain the risk at its current level but are unable to reduce it any further for the foreseeable future.</p> <p>06 Jan 2023</p>	<div style="display: flex; flex-direction: column; align-items: center;"> <div style="text-align: right; font-weight: bold; margin-bottom: 2px;">Likelihood</div>  <div style="text-align: center; font-weight: bold; margin-top: 2px;">Impact</div> </div> <p style="text-align: center; font-weight: bold; margin-top: 10px;">8</p>	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 009g Tree	Carry out tree safety survey and works.	A tree safety survey has been completed but staff shortages have meant that arboricultural works are significantly delayed and many actions have slipped out of time - we now aim to complete them by	Paul Thomson	06-Jan-2023	31-Dec-2024

Safety works		the end of 2024. Following a rise in Massaria and sooty bark disease infections, and severe storms, it is anticipated that new surveys will result in circa 1,500 new tasks to be completed, adding substantially to the backlog of works. We have been unable to employ more staff and have had to increase contractor works to reduce the backlog.			
ENV-NE-EF 009h Reduce the impact of fire	Reduce the impact of grass and heathland fires.	Nine site-specific wildfire response plans have been signed off by the respective Fire and Rescue Services. Site inspections by fire officers have been completed at the London sites. Further work is required with Essex Fire Brigade.	Paul Thomson	06-Jan-2023	01-Nov-2023
ENV-NE-EF 009i Fire access zones	Maintain fire access zones.	All fire access zones are cut twice per year. Drought limits grass growth but growth recommences quickly when wetter conditions develop. Fire experience during Summer 2022 showed that these fire access zones have been an effective barrier.	Paul Thomson	06-Jan-2023	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 011 Wanstead Park – Heritage at Risk Register 19-Aug-2015 Paul Thomson	<p>Cause: Grade II* Registered Park and Garden, Wanstead Park, has been on the “Heritage at Risk” register since 2009, listed as in declining condition. Further restoration by four landowners is required to halt deterioration in condition and secure continued abstraction licence.</p> <p>Event: Failure to complete restoration work.</p> <p>Effect: Wanstead Park remains on the Heritage at Risk Register: continuing deterioration of at risk heritage features; education and interpretation opportunities missed; deteriorating state impacts negatively on the City’s reputation; fines from English Heritage in respect of listed buildings.</p>	<p>Likelihood</p>	8	<p>This remains at risk with Historic England (HE). However, there have been productive meetings with HE and the Wanstead Park Liaison Group. Limited preliminary works are underway at The Grotto.</p> <p>An application for a Countryside Stewardship grant for 2024 has been approved by Committee.</p> <p>The London Borough of Redbridge has identified £100,000 of SANGS funding for the park which will be used to improve access from the River Roding path into the park.</p> <p>06 Jan 2023</p>	<p>Likelihood</p>	8	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 011b Funding for implementation of plan	Identify potential funding / partners and submit bid. Funders may include HLF	<p>Funding is being worked on through Wanstead Park Project Board with a Committee update scheduled for January 2023.</p> <p>The principal challenge is that project match funding does not qualify under City capital prioritisation rules.</p>	Paul Thomson	06-Jan-2023	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-EF 014 Major Incident resulting in prolonged 'Access Denial' 19-Aug-2015 Paul Thomson	<p>Cause: Pandemic; human error; mechanical failure; deliberate act of terrorism.</p> <p>Event: Major incident; terrorism; evacuation of East London; aircraft crash; failure of underground services; major pollution incident from M25; pollution from septic tanks or cattle buildings.</p> <p>Effect: Damage to, and loss of, Forest habitat; threat to existing conservation status of sites; reduced income from licensees unable to trade; costs of remediation and staff engagement; fines from Environment Agency for pollution incidents.</p>	<p>Likelihood</p> <p>Impact</p>	8	<p>We have accepted this risk in recognition of how this will remain an active issue in the coming years. We are confident that our work in this area has been successful but will continue to assess protocols going forward.</p> <p>The Emergency Plan worked well during the COVID-19 pandemic and lessons learned during that time have now been incorporated in the Plan and our Business As Usual routines. The Emergency Plan was tested using the JESIP (Joint Emergency Services Interoperability Principles) Framework and has been implemented and supported by additional measures.</p> <p>06 Jan 2023</p>	<p>Likelihood</p> <p>Impact</p>	8	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 014a Emergency Plan	Ongoing review and updating of the Emergency Plan.	<p>The Emergency Plan worked well during the COVID-19 pandemic and lessons learned during that time have now been incorporated in the Plan and our 'business as usual' routines. The Emergency Plan was tested using the JESIP (Joint Emergency Services Interoperability Principles) Framework and has been implemented and supported by additional measures.</p> <p>The plan is kept under regular review.</p>	Paul Thomson	06-Jan-2023	31-Mar-2024

ENV NE Ashtead Common

Report Author: Joanne Hill



Generated on: 07 January 2023



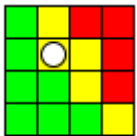
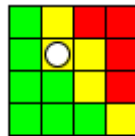

Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 009 Maintenance of buildings and other structures 15-Jun-2022 Andy Thwaites	<p>Cause: Inadequate level of service provided by City Surveyor's Department to maintain buildings and other structures.</p> <p>Event: Structures, specifically byelaw boards, become unsafe.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p>	<p>Likelihood</p>	8	<p>Byelaw boards may deteriorate over time with lack of preventative maintenance. They may become unsound and present a health and safety risk.</p> <p>External contractors have assessed three boards as needing to be replaced.</p> <p>The boards are monitored on a regular basis and any which become unsafe are removed.</p> <p>20 Dec 2022</p>	<p>Likelihood</p>	2	30-Jun-2023	
		Impact			Impact		Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 009a Regular monitoring	Monitor byelaw boards, report on condition and remove any which become unsound.	Byelaw boards are monitored on a regular basis. Any which become unsafe are removed.	Andy Thwaites	20-Dec-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 005 Tree Diseases and Other Pests 24-Feb-2022 Andy Thwaites	Cause: 'Natural' spread of pests and diseases from neighbouring areas e.g. ticks and Lyme Disease and Oak Processionary Moth (OPM). Event: Individuals are affected by Lyme Disease or suffer allergic reaction to OPM. Effect: Staff and other individuals suffer severe long-term health effects; service capability disrupted; damage to corporate reputation; increased costs for reactive maintenance.	 Likelihood	6	We accept that we cannot reduce this risk for the foreseeable future, but we have put in place a range of reasonable measures to limit the effects as far as we can. An action plan is in place for Lyme Disease, including adjustments to staff work schedules to reduce the risk of exposure. Tick/Lyme Disease information cards have been produced for volunteers, contractors and visitors to Ashted Common. OPM is endemic and widespread at Ashted Common but appears to be subject to natural controls which have suppressed numbers. 20 Dec 2022	 Likelihood	6	Accept	

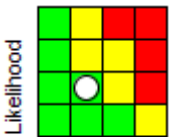
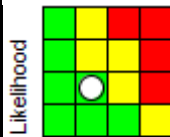

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 005e Tree Safety Policy	Review The Common's Tree Safety Policy tri-annually and the local site risk map annually.	The Commons' Tree Safety Policy is reviewed every three years: next due in July 2024. The local site risk map is reviewed annually: next due in June 2023.	Andy Thwaites	20-Dec-2022	30-Jun-2023
ENV-NE-AC 005f Risk review	Keep risk under regular review.	The situation is kept under review and further measures will be implemented if and when they become necessary.	Andy Thwaites	20-Dec-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 006 Climate and weather 24-Feb-2022 Andy Thwaites	Causes: Climate change causes severe wind, drought or floods to occur more frequently. Event: More frequent and severe storms or fires at Ashtead Common. 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.	Likelihood  Impact	6	Fire is by far the biggest risk to Ashtead Common. Although a number of measures are taken to manage the impact of this risk, we are unable to reduce the likelihood of it occurring. 20 Dec 2022	Likelihood  Impact	6	Accept	


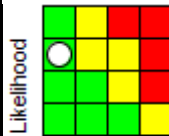
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-AC 006a Fire management	Review and update Fire Management Plan bi-annually. Habitat fire management and monitoring policies and plans are in place and link to staff training and local emergency services.	Major emergency plan produces were shared with Surrey Fire and Rescue in May 2022. This will next be done in May 2024, unless changing circumstances require an interim review.			Andy Thwaites	20-Dec-2022	31-May-2024
ENV-NE-AC 006b Storms	Storm monitoring & management and closure policies are in place and are linked to high staff awareness and training	The site continues to monitor and respond to warnings of extreme weather.			Andy Thwaites	20-Dec-2022	31-Mar-2023
ENV-NE-AC 006c Climate change	Understand the potential impacts of climate change on Ashtead Common. Engage in climate change research and debate.	Ongoing research and dialogue continues.			Andy Thwaites	20-Dec-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 008 Water pollution 27-May-2022 Andy Thwaites	Cause: Pollution of the Rye Brook. Event: Polluted water poured into road drain; misconnection into the surface water system from other utilities. Effect: Toxins and/or biohazards introduced into the watercourse threatening the health of people and animals; damage/loss of rare/fragile habitats and species; adverse local media coverage.		6	The current risk score has been reduced from Amber 8 ('likely/serious') to Amber 6 ('possible/serious'). This is because Thames Water identified and corrected nine misconnections during the summer and there have been noticeably fewer pollution instances since. Designs have been produced for a reedbed filtration system that could remove contaminants (although this would be expensive to create). However, in light of the recent apparent improvements, we will gather baseline data over the coming year to assess whether such a system would still be beneficial. The Rye Brook is regularly monitored, including kick sampling and measurement of phosphate levels.		2	31-Mar-2031	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 008b Data gathering exercise	Gather baseline data to determine whether a reedbed filtration system would be beneficial.	During 2023, we will gather baseline data to assess whether progressing the project to construct a reedbed filtration system is still required, in view of the apparent improvements seen in summer 2022.	Andy Thwaites	20-Dec-2022	31-Dec-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 001 Budget reduction and income loss 24-Feb-2022 Andy Thwaites	<p>Cause: Potential reductions in budget and income.</p> <p>Event: The City of London reduces its budget for Ashtead 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>	 <p>Likelihood</p> <p>Impact</p>	4	<p>This risk remains low for Ashtead Common. The need for an additional member of staff for Ashtead Common has been identified and funded.</p> <p>Additional Countryside Stewardship funding has been secured for the next ten years. Therefore, the current likelihood of this risk occurring is 'unlikely'.</p> <p>20 Dec 2022</p>	 <p>Likelihood</p> <p>Impact</p>	4	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 001a Risk review	Keep risk under regular review.	This risk is kept under regular review.	Andy Thwaites	20-Dec-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-AC 004 Local Planning Issues 24-Feb-2022 Andy Thwaites	<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>	 <p>Likelihood</p>	3	<p>Ongoing - local plans continue to be developed and are scrutinised and commented on when required. Staffing capacity is currently able to manage the volume of work associated with commenting on local plans.</p> <p>The Local Plans of Mole Valley and Kingston generally protect the immediate environs of Ashted Common. However, possible areas for development are identified within the general area, and this could increase pressures on the Common in the long term.</p> <p>20 Dec 2022</p>	 <p>Likelihood</p>	3	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-AC 004c Risk review	Keep risk under regular review.	This risk is kept under regular review.	Andy Thwaites	20-Dec-2022	30-Jun-2023

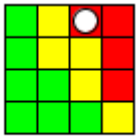
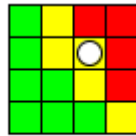
ENV NE Burnham Beeches and Stoke Common

Report Author: Joanne Hill

Generated on: 07 January 2023

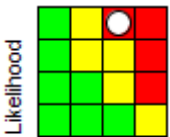
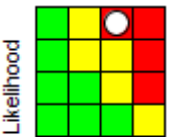


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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 002 Damage to sites 24-Feb-2022 Martin Hartup	<p>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.</p> <p>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.</p> <p>Effect: Ecological and environmental damage; negative press coverage; loss of grants related to conservation; increased spend required to maintain the sites/mitigate damage.</p>	<p>Likelihood</p>  <p>Impact</p>	16	<p>Visitor numbers have returned to more normal/pre-COVID levels, although they have still been elevated at times in the last 12 months and impact of 'normal use' may lead to ongoing site damage and degradation. Seasonal area/path restrictions have now become part of normal business to protect the SAC but more work is required in order to reduce the impact of the risk.</p> <p>21 Dec 2022</p>	<p>Likelihood</p>  <p>Impact</p>	12	30-Jun-2023	Reduce

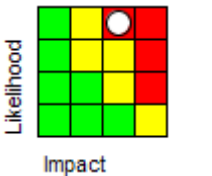
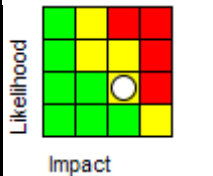

Appendix 4

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 002a Car parking	Prevent damage from car parking on surrounding roads and land.	Four miles of permanent parking restrictions are still expected to be installed by Buckinghamshire Council around Burnham Beeches.	Martin Hartup	20-Dec-2022	30-Jun-2023
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 will be used to formulate an action plan to mitigate the impacts of high visitor levels.	Helen Read	20-Dec-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 005 Tree Diseases and Other Pests 24-Feb-2022 Martin Hartup	Cause: Inadequate biosecurity, purchase or transfer of infected plants, soil and animals. ‘Natural’ spread of pests and diseases e.g. Oak Processionary Moth, and lack of funding to deliver requirements of the OPM Plant Health Notice. Event: OPM spreads further throughout the site and inability to carry out legal requirements. Effect: Potential consequences of non-compliance with legal requirements; reputational damage; temporary site/area closures; increased costs for reactive maintenance; health and safety risk to staff and visitors.	 Likelihood	16	OPM is now well established at Stoke Common and still spreading there. OPM has also been discovered in trees adjacent to Burnham Beeches and so is likely to spread there also in the coming years. Without additional funding there is nothing more we can do to reduce the risk. We will continue to undertake all reasonable actions to keep the situation under control as far as we are able. 20 Dec 2022	 Likelihood	16	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	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. Training needs reviewed at regular team meetings, and proactively promoted via HSIG and other corporate boards. Needs are also reviewed at 6 monthly local Health and Safety meetings.	Martin Hartup	20-Dec-2022	31-Mar-2023
ENV-NE-BBSC 005b Inspections	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Martin Hartup	20-Dec-2022	31-Mar-2023
ENV-NE-BBSC 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Ongoing biosecurity actions and implementation of biosecurity policy.	Martin Hartup	20-Dec-2022	31-Mar-2023
ENV-NE-BBSC 005e Tree Safety Policy	Review The Commons' Tree Safety Policy tri-annually and the local site policy annually.	The Commons' Tree Safety Policy is reviewed every three years: next due in July 2024. Burnham Beeches and Stoke Common local site policy is reviewed annually: next due in July 2023.	Martin Hartup	20-Dec-2022	01-Aug-2023
ENV-NE-	Actions for the management of OPM at Stoke	An OPM management plan was developed and implemented for Stoke Common in summer 2021 in	Martin	20-Dec-2022	31-Mar-2023


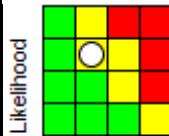

<p>BBSC 005f OPM at Stoke Common</p>	<p>Common.</p>	<p>line with Natural England advice/restriction and Forestry Commission requirements - survey and nest removal is undertaken as required.</p> <p>A similar plan may be required for the even more sensitive Burnham Beeches SAC if OPM spreads as expected. We are keeping the situation under review.</p>	<p>Hartup</p>		
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 007 Rural Payment Agency Grants 24-Feb-2022 Martin Hartup	<p>Causes: The Rural Payment Agency (RPA) has altered the administration of the BE6 grant for work on trees.</p> <p>Event: Reduction in direct grant available from the Rural Payments Agency (RPA) to deliver agricultural/conservation related services.</p> <p>Effect: Reduction in the amount of grant received from the RPA; cessation of agricultural/conservation services; reduction in income, direct and indirect; reduction/loss of biodiversity (legal implications); restrictions on recreational access due to reduction/cessation of grazing activities.</p>		16	<p>RPA is reassessing agreed grant. There is the potential to reduce it by 50% which would cause a significant funding gap. We are exploring options in this area, but the risk remains at Red (16) to reflect the significant financial impact this could cause.</p> <p>20 Dec 2022</p>		8	31-Mar-2023	
							Reduce	


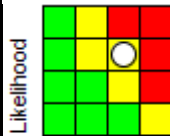
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 007c CSS Payment Changes	Seek clarity/advice from RPA/Natural England (NE) and agree any possible mitigation to limit the negative impacts of proposed changes in payments for the existing Countryside Stewardship Scheme (CSS) agreement for Burnham Beeches and Stoke Common (BBSC).	RPA is still looking to reduce payments for one element of the previously agreed CSS agreement at Burnham Beeches - negotiations and an appeal process are still in progress.	Martin Hartup; Helen Read	20-Dec-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 009 Maintenance of buildings and other structures 15-Jun-2022 Martin Hartup	<p>Cause: Inadequate level of service provided by City Surveyor's Department to maintain buildings and other structures.</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>	<p>Likelihood</p> <p>Impact</p>	16	<p>The key issues at Burnham Beeches include the large, wooden corporate image (byelaw) boards located across the site.</p> <p>The local team has undertaken an update of the previous audit of byelaw boards which was carried out by the City Surveyor's Department (CSD) in 2019. Since this audit, a further board has been found defective and removed and others need urgent attention.</p> <p>Concerns about the general situation are raised at quarterly client liaison meetings with CSD.</p> <p>20 Dec 2022</p>	<p>Likelihood</p> <p>Impact</p>	12	30-Jun-2023	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 009a Ongoing monitoring	Periodic infrastructure checks.	Continual monitoring of byelaw boards and other structures. Any boards which are found to be unsound are removed. The Burnham Beeches Team have designed an alternative board and will install one as an example by the end of June 2023.	Martin Hartup	20-Dec-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 001 Budget reduction and income loss 24-Feb-2022 Martin Hartup	<p>Cause: 12% budget reduction with in-year unidentified savings. Loss of income from car parking, filming and other funding streams.</p> <p>Event: Fewer visitors and less filming interest.</p> <p>Effect: Inability to meet approved budgets; reduction in essential repairs and maintenance; reduction in key services; failure to meet business plan objectives; reputational damage.</p>	 <p>Likelihood</p>	12	<p>Whilst the 12% budget reductions were addressed in 2021/22 and through stage one of the Natural Environment Division's Target Operating Model process, there are still unidentified savings listed in the budget until April 2023.</p> <p>The Rural Payment Agency (RPA) has proposed a change in the value of the Countryside Stewardship Scheme grant at Burnham Beeches, reducing it by around 50% due to a change in the claim rules after the agreement was signed.</p> <p>Since this risk was last reviewed, delivery dates of ordered equipment have been moved back to beyond the end of the current financial year due to global supply issues. This means that our budget will be underspent this year and charity income lost; the funds will have to be found in 2023/24 instead.</p> <p>21 Dec 2022</p>	 <p>Likelihood</p>	6	31-Mar-2023	
						Reduce		



Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 001a Budget monitoring	Keep budgets under continual review.	Budgets are kept under continual review and reported quarterly as part of the budget forecast process. We continue to liaise with our Chamberlain's Business Partners on potential solutions to this matter.	Martin Hartup	20-Dec-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 004 Local Planning Issues 24-Feb-2022 Martin Hartup	<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 habitat quality; increased air, light and noise pollution; decrease in water availability; increased hydrological pollution risk; increase in traffic on local road network.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>Ongoing - local plans continue to be developed and are scrutinised and commented on when required. Staffing capacity is currently able to manage the volume of work associated with commenting on local plans.</p> <p>The Buckinghamshire Council local plan, whilst not yet produced, has established clear policies to protect the SAC at Burnham Beeches with an agreed mitigation strategy and funding mechanism for its delivery. The Slough Borough Council plan is still very much a work in progress but, again, some mitigation has already been agreed for specific development and funding identified to help protect Burnham Beeches from the impacts of increased development.</p> <p>Risks, however, still remain.</p> <p>20 Dec 2022</p>	 <p>Likelihood</p> <p>Impact</p>	12	Accept	



Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-BBSC 004a Local authorities/Cou nties Local Plans and Core Strategies	<p>Inclusion in core strategy planning documents or equivalent.</p> <p>Close partnership working with local planning authorities.</p> <p>Active monitoring of planning applications with responses as appropriate.</p>	Monitoring activity continues. Mitigation strategy with Buckinghamshire Council completed and projects within it are underway. Plan/mitigation strategy still a work in progress with Slough BC.	Helen Read	20-Dec-2022	31-Mar-2023

Appendix 4

ENV-NE-BBSC 004b Monitoring of impacts	Active monitoring of air pollution where possible. Active monitoring of environmental impacts where possible. Undertake research where appropriate and where resources allow.	Implementation of a section 106 funded project on air quality work and subsequent report will start the process of producing a Site Nitrogen Action Plan (SNAP) in conjunction with Natural England and Centre for Ecology and Hydrology. Other monitoring and mitigation projects identified and carried out where possible. Responding to planning applications regarding air quality issues.	Helen Read	20-Dec-2022	30-Sep-2023
ENV-NE-BBSC 004c Mitigating impacts of development	Develop and recruit to two funded Ranger posts at Burnham Beeches to mitigate impact of development.	Two new outreach/ambassador Rangers at Burnham Beeches are being funded through agreements with Slough Borough Council (s106 funded) and Buckinghamshire Council (SAMMS funded). The two Rangers have been recruited and will join the organisation in mid-January 2023.	Martin Hartup; Helen Read	20-Dec-2022	31-Mar-2023
ENV-NE-BBSC 004d Reporting and payment systems for SAMMS funded Ranger	Establish reporting and payment systems for the SAMMS funded Ranger.	Confirm with Buckinghamshire Council how we will report on actions to deliver the SAMMS commitments for them.	Martin Hartup	20-Dec-2022	31-Mar-2023
ENV-NE-BBSC 004e Monitor success	Monitor the success of the funded Ranger posts.	Establish monitoring programmes to measure the success of the two funded Ranger posts to deliver s106 and SAMMS commitments.	Martin Hartup	20-Dec-2022	31-Mar-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-BBSC 006 Climate and Weather 24-Feb-2022 Martin Hartup	<p>Cause: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced.</p> <p>Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency).</p> <p>Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.</p>	 <p>Likelihood</p>	12	<p>Work on site continues to mitigate the impact of extreme weather events and this is monitored on an ongoing basis. We accept the current level of risk.</p> <p>20 Dec 2022</p>	 <p>Likelihood</p>	12	Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	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.	<p>New Burnham Beeches site maps are currently under construction in collaboration with local fire services.</p> <p>Emergency plan for Stoke Common agreed with Buckinghamshire Fire and Rescue is in place and subject to annual review and fire drills.</p>			Martin Hartup	20-Dec-2022	31-Mar-2023
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.			Martin Hartup	20-Dec-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path		
ENV-NE-BBSC 008 Pollution 15-Jun-2022 Martin Hartup	<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>	 <p>Likelihood</p>	<p>Impact</p>	8	<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 whole area. We are engaging in the process, which so far has largely been fact finding, prior to drawing up detailed proposals. Thames Water have now stated that they will present detailed proposals by December 2023.</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>20 Dec 2022</p>	 <p>Likelihood</p>	<p>Impact</p>	8	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
NE-ENV-BBSC 008a Surveys to monitor impact	Commission surveys to assess the impact of pollution on indicator species.	BBSC has commissioned a project to compare the mosses and liverworts of the polluted stream with those of another local unpolluted stream. Thames Water is funding an equivalent project on freshwater invertebrates, the first part of the field work for which has been completed. Thames Water will continue to support monitoring activity beyond March 2023.	Helen Read	20-Dec-2022	31-Dec-2023

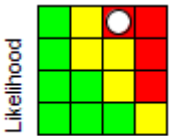
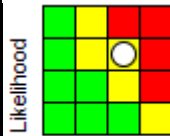


ENV NE Coulsdon & Other Commons

Report Author: Joanne Hill

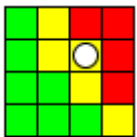
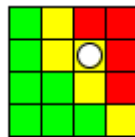

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Rows are sorted by Risk Score



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 009 Maintenance of buildings and other structures	<p>Cause: Inadequate level of service provided by City Surveyor's Department to maintain buildings and other structures.</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>	 <p>Likelihood</p> <p>Impact</p>	16	<p>The key issues at Coulsdon Common are:</p> <ul style="list-style-type: none"> • The large, wooden corporate image (byelaw) boards located across the site, and • The cattle grids on Farthing Downs. <p>The local team has undertaken an update of the previous audit of byelaw boards which was carried out by the City Surveyor's Department (CSD) in 2019. Since this audit, a further eight boards have been found defective and removed. In the last five years, there have been three near-misses where boards have collapsed.</p> <p>For the cattle grids, the CSD should undertake annual inspections but these have not been carried out for some years. The local team monitors the grids and reports any concerns to CSD.</p> <p>Concerns about the general situation are raised at quarterly client liaison meetings</p>	 <p>Likelihood</p> <p>Impact</p>	12	30-Jun-2023	

<p>15-Jun-2022 Allan Cameron</p>				<p>with CSD. Issues continue to be raised monthly with the Assistant Property Facilities Manager (APFM) but there has not been a meeting with them for approximately 18 months.</p> <p>19 Dec 2022</p>			<p>Reduce</p>	
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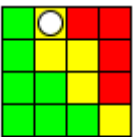
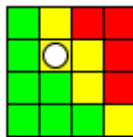
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 009a Monitoring	Monthly site infrastructure checks.	Continual monitoring of byelaw boards, cattle grids and other structures.	Allan Cameron	19-Dec-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 002 Damage to sites 24-Feb-2022 Allan Cameron	<p>Cause: The sites are more popular than in previous years, linked to people enjoying local natural environments which are free of charge. Increased population and housing in the local area.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest (SSSI) which are not designed for such high visitor numbers.</p> <p>Effect: Ecological and environmental damage; reputational damage; loss of grants related to preservation; increased spend required to maintain sites/mitigate damage.</p>	 <p>Likelihood</p>	12	<p>We are seeing a continual increase in visitor numbers and general population growth which we cannot influence. Therefore, we accept that we cannot reduce the possibility of the risk occurring. However, we continue to encourage people to use the sites responsibly.</p> <p>19 Dec 2022</p>	 <p>Likelihood</p>	12	Accept	

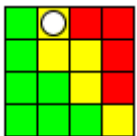
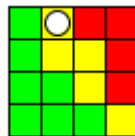
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 002a Establish a Conservation Ranger post	Recruit to the vacant Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications and undertake detailed ecological surveys. Recruitment has been delayed due to the ongoing TOM Phase Two process.	Allan Cameron	19-Dec-2022	31-Aug-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 004 Local Planning Issues 24-Feb-2022 Allan Cameron	Cause: Pressure on Planning Authorities to meet housing targets; failure to monitor and challenge housing and other development plans; lack of partnership working with Planning Authorities and inclusion in Local Development Plans; lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Large housing or other developments on land affecting the sites. 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.	 Likelihood	8	Local plans continue to be developed and are scrutinised and commented on by officers when required. Staffing capacity is currently unable to manage the volume of work associated with commenting on local plans. However, we now have funding to recruit a full-time Conservation Ranger which will provide greater capacity for responding to these issues and enable us to be more proactive. 19 Dec 2022	 Likelihood	6	31-Mar-2024	
							Reduce	




Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-COC 004c	Establish a Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications. Recruitment has been delayed due to the ongoing TOM Phase Two process.			Allan Cameron	19-Dec-2022	31-Aug-2023
ENV-NE-COC 004d	Collaborative working	Investigate options for obtaining support and advice from colleagues in the Environment Department's Planning and Development Division.			Allan Cameron	19-Dec-2022	31-Aug-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 005 Tree Diseases and Other Pests 24-Feb-2022 Allan Cameron	Cause: Inadequate biosecurity; purchase or transfer of infected plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth (OPM) and foot and mouth disease. Event: Sites become infected by animal, plant or tree diseases. Effect: Service capability disrupted; ineffective use of staff resources; reputational damage; loss of species; temporary site closures and associated access; increased costs for reactive maintenance; threat to existing conservation status of sites, particularly those with woodland habitats.	Likelihood  Impact	8	Ash Dieback: Cost of future Ash Dieback management is unknown; local risk budgets are not resourced sufficiently to meet costs. Local tree safety inspections deal with immediate risk, but we are unable to predict with any certainty the condition of trees and their likelihood of infection over the next two to three years. 19 Dec 2022	Likelihood  Impact	6	31-Mar-2025	
							Reduce	



Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	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 HSIG and other corporate boards. Needs are also reviewed at six-monthly divisional Health and Safety meetings.	Allan Cameron	19-Dec-2022	31-Mar-2023
ENV-NE-COC 005b Inspections	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Allan Cameron	19-Dec-2022	31-Mar-2023
ENV-NE-COC 005c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	This is ongoing.	Allan Cameron	19-Dec-2022	31-Mar-2023
ENV-NE-COC 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	This is ongoing.	Allan Cameron	19-Dec-2022	31-Mar-2023
ENV-NE-COC 005e Tree Safety Policy	Review The Commons' Tree Safety Policy tri-annually.	The Commons' Tree Safety Policy is reviewed every three years. It was last reviewed in July 2021 and will be reviewed again in July 2024.	Allan Cameron	19-Dec-2022	01-Aug-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 008 Pollution 15-Jun-2022 Allan Cameron	Cause: Continual pollution of Coulsdon Common through defective drainage infrastructure owned by Surrey County Council and managed by Thames Water. Event: High rainfall leads to prolonged periods of pollution from two soakaways located on Stites Hill Road. Contamination of site with sanitary toxic and foul waste. Effect: Health and safety implications for visitors; reduction in quality of land within a National Nature Reserve (NNR); reputational damage and potential legal liability for the CoL.	Likelihood 	8	The Head Ranger attends meetings of the local multi-agency Flood Action Group where this is a standing agenda item. The Comptroller and City Solicitor's Department is involved with partner organisations and liability for the pipe structures and water pipes in the area has been ascertained. The next step is for the legal teams of each party to discuss mitigation. We are unable to reduce the possibility of the risk occurring but report any issues to the Environment Agency and Thames Water. 19 Dec 2022	Likelihood 	8		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 008a Flood Action Group	Attend meetings of the local Flood Action Group.	Head Ranger represents the CoL at meetings of the local Flood Action Group which are held periodically (every 2-3 months).	Allan Cameron	19-Dec-2022	31-Mar-2023
ENV-NE-COC 008b Liaison with City Solicitors	Liaise with City Solicitors regarding liabilities.	The Comptroller and City Solicitor's Department is involved with partner organisations and liability for the pipe structures and water pipes in the area has been ascertained. The next step is for the legal teams of each party to discuss mitigation. We have appointed a KC who has written to the authorities concerned.	Allan Cameron	19-Dec-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 001 Budget reduction and income loss 24-Feb-2022 Allan Cameron	Cause: Potential reduction in budget and income: reduction of income from car park charging; loss of income from rental properties. Event: Reduced budget and income. Effect: Potential staff reductions and inability to provide key services; financial failure; failure to achieve strategic objectives; significant reduction in service to users; reputational damage.	 Likelihood	6	The Target Operating Model process is yet to be concluded and associated budget reductions are yet unknown. This is beyond our control and we are unable to reduce the risk in the foreseeable future. However, a Countryside Stewardship grant has been secured until 2026 and two vacant properties have been rented out, one with a long-term tenant until 2027, and the other on a rolling residential annual contract. These help to offset previous budget cuts. Car parking income has been lower than estimated - at December 2022, income is approximately 50% of estimated levels. 19 Dec 2022	 Likelihood	6	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-COC 001a Risk review	Keep risk under regular review.	This risk is kept under regular review.	Allan Cameron	19-Dec-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-COC 006 Climate and Weather 24-Feb-2022 Allan Cameron	<p>Causes: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced</p> <p>Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency).</p> <p>Effect: Service capability disrupted; increased demand for staff resources to respond to incidents and maintain site safety; loss of species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species.</p>	 <p>Likelihood</p>	6	<p>We accept this risk but work on site continues to mitigate the impact of extreme weather events should they happen.</p> <p>19 Dec 2022</p>	 <p>Likelihood</p>	6	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	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.	Site maps currently under construction in collaboration with local fire services. Detailed fire maps are almost complete and will be shared with the fire services.	Allan Cameron	19-Dec-2022	28-Feb-2023
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.	Allan Cameron	19-Dec-2022	31-Mar-2023
ENV-NE-COC 006c Climate change	Understand the potential impacts of climate change on Coulsdon Common. Engage in climate change research and debate.	Ongoing research and dialogue.	Allan Cameron	19-Dec-2022	31-Mar-2023



ENV NE West Wickham & Spring Park

Report Author: Joanne Hill

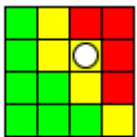
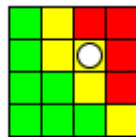

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Rows are sorted by Risk Score



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 009 Maintenance of buildings and other structures 15-Jun-2022 Allan Cameron	<p>Cause: Inadequate level of service provided by City Surveyor's Department to maintain buildings and other structures.</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>		16	<p>The key issue at West Wickham and Spring Park is the large, wooden corporate image (byelaw) boards located across the sites.</p> <p>The local team has undertaken an update of the previous audit of byelaw boards which was carried out by the City Surveyor's Department (CSD) in 2019. Since this audit, further boards have been found defective and removed. In the last five years, there have been three near-misses where boards have collapsed.</p> <p>Concerns about the general situation are raised at quarterly client liaison meetings with CSD. Issues continue to be raised monthly with the Assistant Property Facilities Manager (APFM) but there has not been a meeting with them for approximately 18 months.</p>		12	30-Jun-2023	
				19 Dec 2022			Reduce	

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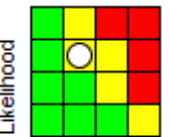
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 009a Monitoring	Monthly site infrastructure checks.	Continual monitoring of byelaw boards and other structures.	Allan Cameron	19-Dec-2022	30-Jun-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 002 Damage to sites 24-Feb-2022 Allan Cameron	<p>Cause: The sites are more popular than in previous years, linked to people enjoying local natural environments which are free of charge. Increased population and housing in the local area.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest (SSSI) which are not designed for such high visitor numbers.</p> <p>Effect: Ecological and environmental damage; reputational damage; loss of grants related to preservation; increased spend required to maintain sites/mitigate damage.</p>	 <p>Likelihood</p>	12	<p>We are seeing a continual increase in visitor numbers and general population growth which we cannot influence. Therefore, we accept that we cannot reduce the possibility of the risk occurring. However, we continue to encourage people to use the sites responsibly.</p> <p>19 Dec 2022</p>	 <p>Likelihood</p>	12	Accept	




Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 002a Establish a Conservation Ranger post	Recruit to the vacant Conservation Ranger post.	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. Recruitment has been delayed due to the ongoing TOM Phase Two process.	Allan Cameron	19-Dec-2022	31-Aug-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 004 Local Planning Issues 24-Feb-2022 Allan Cameron	Cause: Pressure on Planning Authorities to meet housing targets; failure to monitor and challenge housing and other development plans; lack of partnership working with Planning Authorities and inclusion in Local Development Plans; lack of resources to employ specialist support or carry out necessary monitoring/research. Event: Large housing or other developments on land affecting the sites. 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.	 Likelihood	8	Local plans continue to be developed and are scrutinised and commented on by officers when required. Staffing capacity is currently unable to manage the volume of work associated with commenting on local plans. However, we now have funding to recruit a full-time Conservation Ranger which will provide greater capacity for responding to these issues and enable us to be more proactive. 19 Dec 2022	 Likelihood	6	31-Mar-2024	
							Reduce	



Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 004c Establish a Conservation Ranger post	Recruit to the vacant Conservation Ranger post.	We will recruit a Conservation Ranger who will monitor development applications. Recruitment has been delayed due to the ongoing TOM Phase Two process.			Allan Cameron	19-Dec-2022	31-Aug-2023
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.			Allan Cameron	19-Dec-2022	31-Aug-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 005 Tree Diseases and Other Pests 24-Feb-2022 Allan Cameron	Cause: Inadequate biosecurity; purchase or transfer of infected plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth (OPM) and foot and mouth disease. Event: Sites become infected by animal, plant or tree diseases. Effect: Service capability disrupted; ineffective use of staff resources; reputational damage; loss of species; temporary site closures and associated access; increased costs for reactive maintenance; threat to existing conservation status of sites, particularly those with woodland habitats.	Likelihood  Impact	8	Ash Dieback: Cost of future Ash Dieback management is unknown; local risk budgets are not resourced sufficiently to meet costs. Local tree safety inspections deal with immediate risk, but we are unable to predict with any certainty the condition of trees and their likelihood of infection over the next two to three years. 19 Dec 2022	Likelihood  Impact	6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	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 HSIG and other corporate boards. Needs are also reviewed at six-monthly divisional Health and Safety meetings.	Allan Cameron	19-Dec-2022	31-Mar-2023
ENV-NE-WWSP 005b Inspections	Annual tree inspections undertaken by qualified personnel.	Ongoing. Inspections continue on a scheduled basis or if and when the need arises.	Allan Cameron	19-Dec-2022	31-Mar-2023
ENV-NE-WWSP 005c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	This is ongoing.	Allan Cameron	19-Dec-2022	31-Mar-2023
ENV-NE-WWSP 005d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	This is ongoing.	Allan Cameron	19-Dec-2022	31-Mar-2023
ENV-NE-WWSP 005e Tree Safety Policy	Review The Commons' Tree Safety Policy tri-annually.	The Commons' Tree Safety Policy is reviewed every three years. It was last reviewed in July 2021 and will be reviewed again in July 2024.	Allan Cameron	19-Dec-2022	01-Aug-2024

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 001 Budget reduction and income loss 24-Feb-2022 Allan Cameron	Cause: Potential reduction in budget and income: reduction of income from car park charging; loss of income from rental properties. Event: Reduced budget and income. Effect: Potential staff reductions and inability to provide key services; financial failure; failure to achieve strategic objectives; significant reduction in service to users; reputational damage.	 Likelihood	6	The Target Operating Model process is yet to be concluded and associated budget reductions are yet unknown. This is beyond our control and we are unable to reduce the risk in the foreseeable future. However, a Countryside Stewardship grant has been secured until 2026 and two vacant properties have been rented out, one with a long-term tenant until 2027, and the other on a rolling residential annual contract. These help to offset previous budget cuts. Car parking income has been lower than estimated - at December 2022, income is approximately 50% of estimated levels. 19 Dec 2022	 Likelihood	6	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WWSP 001a Risk review	Keep risk under regular review.	This risk is kept under regular review.	Allan Cameron	19-Dec-2022	31-Mar-2023

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WWSP 006 Climate and Weather 24-Feb-2022 Allan Cameron	<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>	 <p>Likelihood</p>	6	<p>We accept this risk but work on site continues to mitigate the impact of extreme weather events should they happen.</p> <p>19 Dec 2022</p>	 <p>Likelihood</p>	6	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	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.	Site maps currently under construction in collaboration with local fire services. Detailed fire maps are almost complete and will be shared with the fire services.	Allan Cameron	19-Dec-2022	28-Feb-2023
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.	Allan Cameron	19-Dec-2022	31-Mar-2023
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.	Ongoing research and dialogue.	Allan Cameron	19-Dec-2022	31-Mar-2023

