



## Natural Environment Cross-divisional Risk Register

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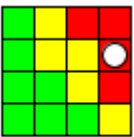
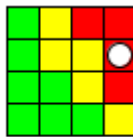
Rows are sorted by Risk Score

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
<b>ENV-NE 001</b> <b>Health &amp; Safety</b>	<p><b>Causes:</b> The operation of vast, widespread and diverse public green spaces carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors.</p> <p><b>Event:</b> Incident or accident with health and safety implications.</p> <p><b>Impact:</b> Injury or death of a member of the public, volunteer, staff or contractor.</p>	<p>Likelihood</p> <p>Impact</p>	<b>24</b>	<p>Due to the nature of our sites and the types of activities carried out, many of our risks have potential health and safety impacts, e.g. the risks of climate change and weather; pests and diseases; repair and maintenance of buildings; water bodies. There are also ongoing health and safety risks associated with, for example, staff, volunteers and contractors adopting safe working practices and members of the public disregarding safety advice.</p> <p>This consolidated, cross-divisional, risk has been assessed as Red 24 (Possible; Extreme) due the wide range of health and safety related risks across the division.</p> <p>Some of the relevant factors are beyond our control (e.g. severe weather events), but each site has appropriate actions in place to mitigate the health and safety impacts of their risks as far as possible. We therefore aim to reduce this cross-divisional risk to</p>	<p>Likelihood</p> <p>Impact</p>	<b>12</b>	31-Mar-2024	

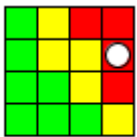
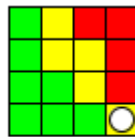
## Appendix 1

30-Aug-2017 Sally Agass				Amber 12 (Possible; Major). <b>06 Jan 2023</b>				
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 001a Regular review and monitoring	Regular review and monitoring of health and safety risks held by individual sites.	The Director keeps the health and safety risks of individual sites under review.  Major health and safety risks are identified and discussed at Senior Leadership Team meetings.	Sally Agass	06-Jan-2023	31-Mar-2024
ENV-NE 001b Health and Safety support and advice	Seek support and advice from Departmental Health and Safety Manager and other relevant health and safety resources.	The Environment Department's Health and Safety Manager is actively engaged in assisting sites to identify and manage their health and safety risks.  Relevant staff are members of departmental and divisional health and safety groups at which issues are discussed, knowledge shared, and advice and support provided.	Sally Agass	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
<b>ENV-NE 003</b> <b>Operational Property: Repair and maintenance of buildings and structural assets</b>  30-Aug-2017 Sally Agass	<b>Cause:</b> Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues; failure to retain expertise necessary to maintain complex buildings / sites. Reduced CWP budget and limited capital programme. <b>Event:</b> Fail to meet statutory regulations and checks. Operational, residential or public buildings deteriorate to unusable/unsafe condition. <b>Impact:</b> Potential serious health and safety risks including fatality or serious injury to users. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation and poor customer satisfaction; increased requirement and costs for reactive maintenance and lack of budget to replace. Delays will have operational impact. Poor condition of assets, loss of value, permanent closure.	Likelihood  Impact	24	Each charity has its own local risk and associated mitigating actions on this subject which the Director keeps under regular review.  This consolidated, cross-divisional risk has been assessed as Red 24 (Possible; Extreme) due to increasing concerns about the lack of repair and maintenance being carried out across all Natural Environment sites.  We accept that the ability to reduce the risk is currently beyond our direct control. However, we keep the situation under continual review and liaise with the City Surveyor's Department to raise concerns and emphasise the need for improvements.  <b>06 Jan 2023</b>	Likelihood  Impact	24	Accept	

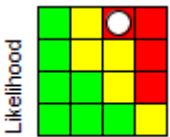
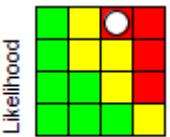
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 003a	Liaise with City Surveyor's Department and other internal departments to press for action to be taken especially in regard to the most urgent issues.	The Director has recently commenced a review of roles and responsibilities with City Surveyor's Department.	Sally Agass	06-Jan-2023	30-May-2023
ENV-NE 003b	Keep risk under regular review and monitor the actions and progress of each Natural Environment site.	This is a standing agenda item for discussion at all Senior Leadership Team meetings.	Sally Agass	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 007 Wanstead Park Reservoirs (formerly CR32)	<p><b>Cause:</b> Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p><b>Event:</b> Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p><b>Impact:</b></p> <ul style="list-style-type: none"> <li>• Potential for loss of life or injury to staff/residents.</li> <li>• Legal action by the Environment Agency.</li> <li>• Low level flooding of the park and surrounding residential/commercial areas.</li> <li>• Damage to a listed landscape.</li> <li>• Requirement for significant immediate CoL funds to repair damage.</li> <li>• Civil claims/financial loss claims made from residents/ businesses.</li> <li>• Adverse effect on the reputation of the City corporation (local/national media interest).</li> <li>• Park closed for several weeks.</li> </ul>	<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 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</p>	<p>Likelihood</p>  <p>Impact</p>	8	30-Jun-2024	

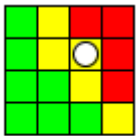
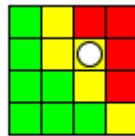
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09-Dec-2019 Sally Agass				GLA's 'Green and Resilient Places' development funding. The feasibility report is expected to be finalised in early 2023.  In October 2021, a weekly inspection of the Perch Pond dam revealed a leak in the vicinity of the outflow structure. This remains under in consultation with the supervising Panel Engineer.  <b>05 Jan 2023</b>				

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 007d Environment Agency Actions	Confirm to EA that measures in the interest of safety have been completed.	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.  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.	Tim Munday	05-Jan-2023	30-Jun-2024
ENV-NE 007g Gateway 4 report to request funding to progress chosen option to detailed design	Outline options under consideration with procurement of professional expertise to refine options.	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).  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.	Tim Munday	05-Jan-2023	26-Jan-2023

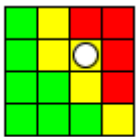
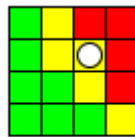
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 004 Pests and diseases  30-Aug-2017 Sally Agass	<p><b>Causes:</b> Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas.</p> <p><b>Event:</b> Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM ), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Bleeding Canker of Horse Chestnut.</p> <p><b>Impact:</b> Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM other invasives or indigenous species, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats.</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>Individual charities have their own local risk and associated mitigating actions on this subject which the Director keeps under regular review.</p> <p>This consolidated cross-divisional risk, has been assessed as Red 16 (Likely; Major) due to the potential biodiversity, financial and human health impacts associated with this risk across many of our Natural Environment sites.</p> <p>We accept that we are unable to reduce this risk for the foreseeable future, but each site undertakes a range of ongoing measures to limit the likelihood and impacts as far as possible.</p> <p><b>06 Jan 2023</b></p>	 <p>Likelihood</p> <p>Impact</p>	16	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 004a Liaison and joint working	Cooperation and coordination across the Natural Environment Division and wider Department.	Natural Environment sites collaborate to share information and knowledge. This ongoing cooperation and coordination includes other parts of the Environment Department such as City Gardens and the Cemetery and Crematorium.	Sally Agass	06-Jan-2023	31-Mar-2024
ENV-NE 004b Review and monitoring	Regular review and monitoring of sites' local risks.	The Director keeps the risks of each individual site under regular review.	Sally Agass	06-Jan-2023	31-Mar-2024

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<b>ENV-NE 002</b> <b>Extreme weather and climate change</b>  30-Aug-2017 Sally Agass	<b>Causes:</b> Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. <b>Event:</b> More frequent and severe weather events resulting in periods of drought, flooding, storm damage, wildfires etc. <b>Impact:</b> Service capability disrupted; incidents increase demand for staff resources to respond to maintain public and site safety; temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop; prolonged heat results in fires; snow disrupts site access; rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.	 Likelihood	<b>12</b>	Individual charities have their own local risk on this subject, along with actions to mitigate that risk.  As a cross-divisional level, the consolidated risk has been assessed as Amber 12 (Possible, Major). We accept that we are unable to reduce this risk. However, each site carries out a range of appropriate mitigating actions to control the impact as far as possible.  <b>06 Jan 2023</b>	 Likelihood	<b>12</b>		
							Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 002a Climate Resilience Plan	Develop a Climate Resilience Plan for the Natural Environment Division.	We are working with the Environment Department's Environmental Resilience Team to identify specific climate change related risks and actions for the Natural Environment Department.			Simon Glynn	07-Jan-2023	31-Mar-2024
ENV-NE 002b Review and monitoring	Regular review and monitoring of climate and weather risks held by each Natural Environment site.	The risks held by each site on this subject are kept under regular review.			Simon Glynn	07-Jan-2023	31-Mar-2024
ENV-NE 002c Publicity campaign	Run a publicity campaign to raise awareness of the dangers of wildfires and encourage responsible behaviour.	In Spring 2023, launch a publicity campaign as a preventative measure to reduce the likelihood of wildfires due to irresponsible behaviour.			Sally Agass	07-Jan-2023	30-Apr-2023

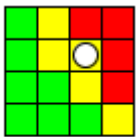
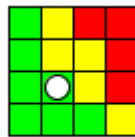
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<b>ENV-NE 005</b> <b>Impact of development</b>  30-Aug-2017 Sally Agass	<b>Cause:</b> Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research; lack of partnership working with Planning Authorities; lack of resource to consult on Local Plans. <b>Event:</b> Major development near a Natural Environment site. <b>Impact:</b> Increase in visitor numbers; permanent environmental damage to plants, landscape and wildlife; air and light pollution; ground compaction and resulting associated effects on tree and plant health; wear and tear to sports pitches; lack of budget to facilitate repairs; potential for encroachment.	Likelihood  Impact	12	Individual charities have their own local risk and associated mitigating actions on this subject which the Director keeps under regular review.  This consolidated cross-divisional risk, has been assessed as Amber 12 (Possible; Major) due to our limited ability to influence decisions of local planning authorities.  We accept that we are unable to reduce this risk for the foreseeable future, but each site undertakes a range of ongoing measures to limit the likelihood and impacts as far as possible.  <b>07 Jan 2023</b>	Likelihood  Impact	12	Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 005a Regular monitoring and review	Regular monitoring of the risks held by individual sites and action taken.	The Director keeps the risks held by individual sites under review and is notified by her Assistant Directors of any specific planning issues and concerns that arise.			Sally Agass	07-Jan-2023	31-Mar-2024



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<b>ENV-NE 011 Recruitment and retention of staff</b>          16-Dec-2022 Sally Agass	<b>Cause:</b> There is a lack of appropriately skilled candidates in the wider environment employment market. <b>Event:</b> Difficulty in filling new and existing posts at the right level. <b>Impact:</b> Inability to deliver front-line and back-office services.	 Likelihood Impact	12	<p>There is currently a lack of individuals in the employment market with relevant skills and experience to fill posts - this is an industry-wide issue. We aim to reduce this risk by undertaking appropriate actions, including:</p> <p>A key element of delivering the new Target Operating Model will be to offer our existing staff more learning and development opportunities to enable them to fill new and vacant posts.</p> <p>We will begin to advertise vacancies across a broader range of recruitment outlets in an attempt to attract suitable candidates.</p> <p><b>07 Jan 2023</b></p>	 Likelihood Impact	4	31-Dec-2023	
							Reduce	

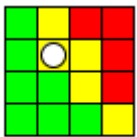
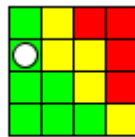
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ENV-NE 011a Develop staff	Develop existing staff	An integral part of the new (Phase Two) Target Operating Model will be offering existing staff more learning and development opportunities to enable them to fill new and existing vacancies.			Sally Agass	07-Jan-2023	31-Jul-2023
ENV-NE 011b Recruitment marketing	Widen recruitment marketing.	We will begin to advertise vacancies across a wider range of recruitment outlets in order to attract high quality candidates with appropriate skills and experience.			Sally Agass	07-Jan-2023	31-Mar-2023

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<b>ENV-NE 010</b> <b>Budget pressures</b>            16-Dec-2022 Sally Agass	<b>Cause:</b> Reduction in income and the need for greater investment in order to deliver services. <b>Event:</b> Inability to generate income results in insufficient financial resources to maintain the quality of service. <b>Impact:</b> Decline in quality of services; inability to respond to the impacts of other business risks.	Likelihood  Impact	8	A charity fundraising income strategy is being developed for Committee approval. Actions identified in the strategy are being prioritised and will be taken forward once approval is obtained.  It is also proposed to purchase 'Grant Finder' software which will assist in the identification of relevant grants to which we can bid for funding.  We are currently unable to reduce this risk as the financial situation is subject to continual fluctuation. However, we are monitoring the situation to keep abreast of potential changes and address them accordingly.  <b>07 Jan 2023</b>	Likelihood  Impact	8		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 010a Charity Fundraising Income Strategy	Develop a Charity Fundraising Income Strategy.	The Charity Fundraising Income Strategy has been drafted for Committee approval. Officers are currently prioritising actions which will be taken forward once the Strategy has been approved.	Sally Agass	07-Jan-2023	31-Dec-2023
ENV-NE 010b Grant Finder software	Invest in Grant Finder software.	Grant Finder software identifies all sources of grant funding in specific sectors. We are carrying out a benefits assessment of the software and, subject to a satisfactory outcome, intend to purchase it.	Sally Agass	07-Jan-2023	31-May-2023

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<b>ENV-NE 009</b> <b>Failure to implement the Charity Review</b>  25-Aug-2022 Sally Agass	<b>Cause:</b> Delayed prioritisation and coordination of interdependencies. <b>Event:</b> Failure to meet the target date for implementation of the agreed actions linked to the four sections of the Charity Review, i.e. Governance; Operational Finance; Operational Risk; and Strategic. <b>Impact:</b> Delay to achieving operational resourcing. Failure to implement governance resulting in inability to apply for external finance.	 Likelihood	<b>6</b>	The Director is working to further develop the interdependencies and prioritise as appropriate.  A Charity Review update paper will be presented to each Natural Environment Committee throughout the course of the programme.  <b>07 Jan 2023</b>	 Likelihood	<b>3</b>	31-Aug-2024	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 009a Maintain expertise and resources	Maintain the correct level of expertise and human resources to implement the review.	The interim Director is leading the review process. A consultant has been appointed on an interim basis to review the governance element.			Simon Glynn	07-Jan-2023	31-Aug-2024
ENV-NE 009b Maintain momentum	Maintain the momentum of the review process to achieve the target implementation date.	An update to the Natural Environment Board on the progress of the Charity Review will be provided at each meeting.			Simon Glynn	07-Jan-2023	31-Aug-2024

