

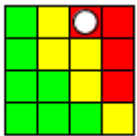
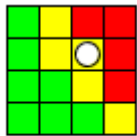
Coulsdon & Other Commons Risk Register

Report Author: Joanne Hill

Generated on: 02 May 2023



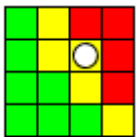
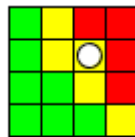

Rows are sorted by Risk Score

| 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-COC 009 Maintenance of buildings and other structures | <p>Cause: Poor condition of buildings and other structures, combined with inadequate planned and/or reactive maintenance, reduced CWP budget and limited capital programme,</p> <p>Event: Structures deteriorate to an unsafe condition.</p> <p>Effect: Potential serious injury to a member of the public, or member of staff; disruption to service delivery/performance; financial loss; reputational damage as a result of legal action and/or negative publicity.</p> |  <p>Likelihood</p> <p>Impact</p> | <p>16</p> | <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> | <p>12</p> | <p>30-Jun-2023</p> | |

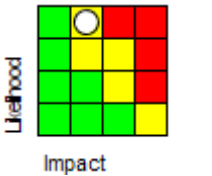
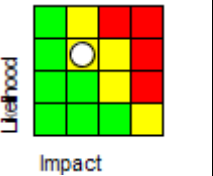

Appendix 5

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|--------------------------------------|--|--|--|---|--|--|---------------|--|
| <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>We continue to work with City Surveyor's to resolve service delivery issues.</p> <p>26 Apr 2023</p> | | | <p>Reduce</p> | |
|--------------------------------------|--|--|--|---|--|--|---------------|--|

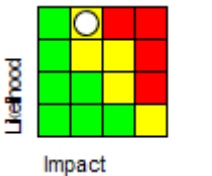
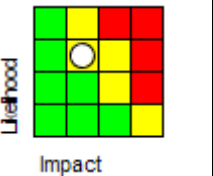
| Action no, Title, | Action description | Latest Note | Action owner | Latest Note Date | Due Date |
|----------------------------|-------------------------------------|---|---------------|------------------|-------------|
| ENV-NE-COC 009a Monitoring | Monthly site infrastructure checks. | Continual monitoring of byelaw boards, cattle grids and other structures. | Allan Cameron | 26-Apr-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-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>Lifehood</p> <p>Impact</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>26 Apr 2023</p> |  <p>Lifehood</p> <p>Impact</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 | 26-Apr-2023 | 30-Sep-2023 |

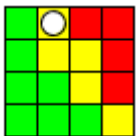
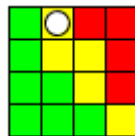
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|--|---|---|---|--|---|---|---------------------------|---|
| ENV-NE-COC 004 Local Planning Issues 24-Feb-2022 Allan Cameron | Cause: Pressure on Planning Authorities to meet housing targets; failure to monitor and challenge housing and other development 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. |  | 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. 26 Apr 2023 |  | 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 | 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 | 26-Apr-2023 | 30-Sep-2023 |
| ENV-NE-COC 004d Collaborative working | Seek advice and support from colleagues in the Planning and Development Division. | Investigate options for obtaining support and advice from colleagues in the Environment Department's Planning and Development Division. | Allan Cameron | 26-Apr-2023 | 31-Aug-2023 |




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|--|--|---|---|--|---|---|---------------------------|-------------|
| 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. |  | 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. 26 Apr 2023 |  | 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 the Department Health & Safety Group and relevant corporate boards. Needs are also reviewed at six-monthly divisional Health and Safety meetings. | Allan Cameron | 26-Apr-2023 | 31-Mar-2024 |
| 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 | 26-Apr-2023 | 31-Mar-2024 |
| ENV-NE-COC 005c Partnerships | Active involvement with leading partners such as Forestry Commission and Natural England | Ongoing. Inspections continue on a scheduled basis or if and when the need arises. | Allan Cameron | 26-Apr-2023 | 31-Mar-2024 |
| ENV-NE-COC 005d Biosecurity | Measures in place for staff, volunteers and contractors including public messages | This is ongoing | Allan Cameron | 26-Apr-2023 | 31-Mar-2024 |
| 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 | 26-Apr-2023 | 01-Aug-2024 |

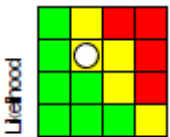
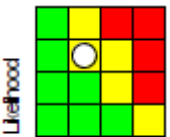
Appendix 5

| 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 | <p>Cause: Continual pollution of Coulsdon Common through defective drainage infrastructure owned by Surrey County Council and managed by Thames Water.</p> <p>Event: High rainfall leads to prolonged periods of pollution from two soakaways located on Stites Hill Road. Contamination of site with sanitary toxic and foul waste.</p> <p>Effect: Health and safety implications for visitors; reduction in quality of land within a National Nature Reserve (NNR); reputational damage and potential legal liability for the CoL.</p> |  <p style="text-align: center;">Impact</p> | 8 | <p>The Head Ranger attends meetings of the local multi-agency Flood Action Group where this is a standing agenda item.</p> <p>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.</p> <p>We are unable to reduce the possibility of the risk occurring but report any issues to the Environment Agency and Thames Water.</p> <p>26 Apr 2023</p> |  <p style="text-align: center;">Impact</p> | 8 | | |
| | | | | | | | | Accept |

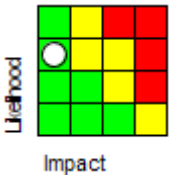
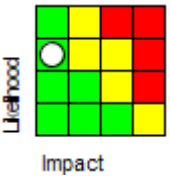
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|--|--|---|---------------|------------------|-------------|
| ENV-NE-COC 008a Flood Action Group | Attend meetings of the local Flood Action Group. | Head Ranger represents the CoL at meetings of the local Flood Action Group which are held periodically (every 2-3 months). | Allan Cameron | 26-Apr-2023 | 30-Jun-2023 |
| ENV-NE-COC 008b Liaison with City Solicitors | Liaise with City Solicitors regarding liabilities. | <p>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.</p> <p>We have appointed a KC who has written to the authorities concerned.</p> | Allan Cameron | 26-Apr-2023 | 31-Dec-2023 |

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|---|--|---|---|--|---|---|---------------------------|-------------|---|
| 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 was lower than estimated during 2022/23 (52% of estimated levels). 26 Apr 2023 |  Impact | 6 | | Accept |  |

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|-----------------------------|---------------------------------|---|---------------|------------------|-------------|
| ENV-NE-COC 001a Risk review | Keep risk under regular review. | This risk is kept under regular review. | Allan Cameron | 26-Apr-2023 | 31-Mar-2024 |

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|---|---|---|---|--|---|---|---------------------------|-------------|
| ENV-NE-COC 006 Climate and Weather 24-Feb-2022 Allan Cameron | Causes: Severe wind events, prolonged precipitation or restricted precipitation. May be climate change influenced Event: Severe weather/climate impacts; fire, flood and storm events (potentially increasing in frequency). 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. |  Lifehood Impact | 6 | We accept this risk but work on site continues to mitigate the impact of extreme weather events should they happen. 26 Apr 2023 |  Lifehood Impact | 6 | Accept | |

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|---------------------------------|---|---|---------------|------------------|-------------|
| ENV-NE-COC 006a Fire management | Review and update Fire Management plan bi-annually. Habitat fire management and monitoring policies and plans in place which link to staff training and local emergency services. | Detailed fire maps have been completed and shared with the fire services. The next review of the Fire Management Plan will be undertaken in 2024. | Allan Cameron | 26-Apr-2023 | 30-Apr-2024 |
| 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 | 26-Apr-2023 | 31-Mar-2024 |
| 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 | 26-Apr-2023 | 31-Mar-2024 |

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|---|---|---|---|--|---|---|---------------------------|-------------|
| ENV-NE-COC 011 Industrial action by emergency services 10-Feb-2023 Allan Cameron | <p>Causes: The emergency services (e.g. Fire Brigade or Ambulance Service) undertake industrial action.</p> <p>Event: Emergency services are not available/slow to respond to incidents at Coulsdon and other Commons.</p> <p>Effect: Inability to control wildfires; lack of urgent medical assistance for injured persons. Increased possibility of injury or death to staff, visitors, contractors and volunteers; damage/loss of rare/fragile habitats and species; service capability disrupted; temporary site closures; damage to CoL property; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management.</p> |  | 3 | <p>Should the emergency services take industrial action, contingency plans will be implemented to minimise the impact of this risk. We accept the risk at its current level as we are doing everything possible to mitigate the impact, but the likelihood of the risk occurring is beyond our control.</p> <p>Fire Management and Habitat Management Plans include appropriate contingency measures. In the event of industrial action by the ambulance service, high-risk activities such as tree-climbing would be paused and planned events would be assessed and modified, postponed or cancelled as appropriate should continuing with them be deemed unsafe.</p> <p>Staff monitor reports of potential or confirmed industrial action and implement relevant contingency plans as necessary.</p> <p>Staff are fully conversant with the relevant local plans and the CoL's Fire Safety 'Industrial Action Contingency Advice' document as it applies to the site.</p> <p>26 Apr 2023</p> |  | 3 | Accept | |

| Action no, Title, | Action description | Latest Note | Action owner | Latest Note Date | Due Date |
|----------------------|--|--|---------------|------------------|-------------|
| ENV-NE-COC 011a Fire | Implement appropriate controls within the Fire Management Plan and The Commons | Days on which industrial action takes place are classed as 'high risk' days and 'The Commons Habitat Fire Action Plan' will be enacted accordingly (e.g. extra patrols; suspension of any work | Allan Cameron | 26-Apr-2023 | 31-Mar-2024 |

Appendix 5

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|--|---|--|------------------|-------------|-------------|
| management | Habitat Fire Action Plan. | <p>where fire is a component).</p> <p>Maps within the 'Major Emergency Plan' will help in a slow response/unfamiliar fire crew/army reserves scenario.</p> <p>Proactive work to manage firebreaks and residential boundaries to increase the resilience of Coulsdon Common (and other Commons) to wildfire will also help in a slow/no response scenario.</p> <p>A water bowser is available on site for use by staff to damp down peat after a fire (not for fire-fighting).</p> <p>Staff are conversant with the content of the CoL's 'Industrial Action Contingency Advice' document as it applies to their site. This includes ensuring the safety of livestock.</p> | | | |
| ENV-NE-COC 011b Events and high-risk activities | Assess safety of planned events and high-risk activities. | <p>High-risk activities such as tree-climbing would be paused or have additional controls applied should the emergency services be unavailable.</p> <p>All planned events are risk-assessed to ensure appropriate controls are in place to address fire, health and safety, and other risks. If it is considered that it would be unsafe to proceed with an event in the absence of external emergency service availability, a decision would be taken to modify, postpone or cancel as appropriate.</p> | Allan Cameron | 26-Apr-2023 | 31-Mar-2024 |