

Epping Forest Detailed Risk Register

Generated on: 29 August 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	Current Risk score change indicator
ENV-NE-EF 004 Decline in Condition of Assets 19-Aug-2015 Paul Thomson	<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. Reputational risk (including media coverage, stakeholder group escalations and Consultative Group complaints); inability to deliver corporate objectives.</p>		32	<p>The current score of this risk has been increased to 32 (likely / extreme) due to the ongoing deterioration of assets across the Forest, including Grade II listed and heritage assets, and no identified funding for remediation. This has resulted in increased reputational and H&S risks and decreased ability to deliver corporate objectives.</p> <p>23 Aug 2023</p>		24	30-Sep-2024	
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 004d	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.	Jo Hurst	16-Aug-2023	31-Mar-2024
ENV-NE-EF	Joint inspection of all buildings including residential by	COVID-19 and changes of staff in the City Surveyor's Department (CSD) have delayed	Jo Hurst	16-Aug-	31-Mar-2024

Appendix 1

004e	site and City Surveyor's to capture maintenance needs. Required annually.	progress. Some empty lodges have been visited for condition surveys. A proposed CSD SLA indicates that CSD are likely to withdraw their attendance at these inspections.		2023	
ENV-NE-EF 004g	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	16-Aug-2023	31-Mar-2024
ENV-NE-EF 004j	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	16-Aug-2023	31-Mar-2024
ENV-NE-EF 004k	Fleet replacement programme	Some remaining assets such as 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	16-Aug-2023	31-Mar-2024
ENV-NE-EF 004l	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 undertook a LiDAR of all SAMs during winter 2022/23, while trees were not in leaf. Results have been transferred to GIS and are now available. Specific plans are being prepared to alter public use of SAMs to prevent erosion.	Sally Gadsdon	16-Aug-2023	31-Dec-2023

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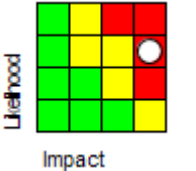
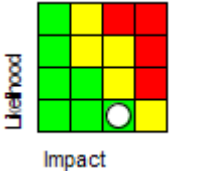
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ENV-NE-EF 017 Tree failure 20-Apr-2023	<p>Cause: Large numbers of older, more vulnerable trees throughout Epping Forest which require regular inspection and works to prevent failure. A rise in tree disease combined with extreme weather conditions due to climate change exacerbate the risk. Staff shortages due to the Target Operating Model (TOM) process have resulted in insufficient staff resources to complete necessary works.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>32</p>	<p>This risk is actively managed with regular inspections of trees according to Forest-wide risks zones as well as the Severe Weather Protocol which is implemented in the event of large storms/high winds.</p> <p>As at 24 March 2023, the risk score was set to the maximum (likely/extreme) due to a single Poplar tree identified as dangerous in close proximity to the M25 and high voltage power cables. Following legal advice, the City of London has served notice on the power company to resolve the matter. Once resolved, the risk score will be reassessed and lowered if appropriate.</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. The situation will be kept under review. 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>16 Aug 2023</p>	 <p>Likelihood</p> <p>Impact</p>	<p>12</p>	<p>31-Mar-2024</p>	<p></p> <p>Reduce</p> <p>Constant</p>

Appendix 1

Paul Thomson							
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 017a	Carry out tree safety survey and works.	A tree safety survey has been completed but staff shortages and contractor delays have meant that arboricultural works are significantly delayed, and many actions have slipped out of time - we now aim to complete them by the end of 2024. Contractors have been engaged to carry out a section of high priority roadside works and bids for further resource are likely to be lodged during 2023. Following a rise in Massaria and sooty bark disease infections, and severe storms, it is anticipated that new surveys will result in circa 800 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.	Paul Thomson	29-Aug-2023	31-Dec-2024
ENV-NE-EF 017b	Continue to enforce the Severe Weather Protocol as appropriate and keep it under regular review.	A Severe Weather Protocol is in place which details planning and response, in particular to high winds. We are unable to 'close' the Forest during such events but social media and staff broadcast messages to warn members of the public to avoid the Forest, and serious or large scale events are followed by a programme of walking trails and paths to find and action resulting dangers such as hanging tree limbs.	Paul Thomson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 17c	Resolve the issue with the Poplar tree in close proximity to the M25.	Following legal advice, we have served notice on the power company to resolve the matter and are waiting for them to take action.	Paul Thomson	16-Aug-2023	31-Oct-2023

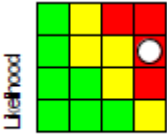
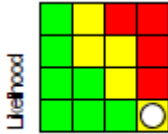

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ENV-NE-EF 006 Raised Reservoirs 19-Aug-2015 Paul Thomson	<p>Cause: Inadequate design; insufficient prescribed maintenance; leaks compromising dam integrity; failure to implement Panel Engineer’s recommendations; failure to keep dams clear of vegetation; failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR.</p> <p>Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse.</p> <p>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.</p>		24	<p>We are awaiting approval of a Design-Build contractor for the Baldwins Pond project. We intend to appoint a consultant to carry out a full design before separately tendering a works-only contract.</p> <p>16 Aug 2023</p>		4	31-Oct-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 006a	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	16-Aug-2023	31-Mar-2024
ENV-NE-EF 006c	Weekly inspection of reservoirs/dam.	Ongoing action. Digital Blue Books are being completed at agreed intervals. Formal recording has moved to an online process.	Laura Lawson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 006e	Undertake scoping evaluations for Baldwins Pond.	We are awaiting approval of a Design-Build contractor for the Baldwins Pond project. We intend to appoint a consultant to carry out a full design before separately tendering a works-only contract.	Paul Thomson	16-Aug-2023	31-Oct-2024
ENV-NE-EF 006f	Maintenance of Rookery Wood, Tudor Square Pond. Conservation management of Copped Hall.	<p>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 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>The most recent Panel Engineer inspection raised a notice of concern in relation Tudor Square Pond sluice gates. We are making a Capital Bid to address this safety issue.</p>	Paul Thomson	16-Aug-2023	31-Mar-2024

Appendix 1

		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.			
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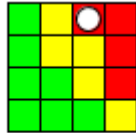
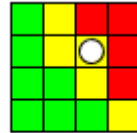

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ENV-NE-EF 018 Wanstead Park Reservoirs	<p>Cause: Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p>Event: Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p>Impact:</p> <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>24</p>	<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 4 in January 2023.</p> <p>Detailed designs for dam strengthening works and the reinstatement of the up-cascade pumping system are now being progressed with procurement due shortly, having been delayed.</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>The GLA Fund SuDS Feasibility report was finalised in February 2023. A bid to Round 2 of the Green and Resilient Spaces Fund was submitted</p>		<p>8</p>	<p>30-Jun-2024</p>	

Appendix 1

09-Dec-2019 Emily Brennan				<p>but was unsuccessful. Alternative approaches to funding this are now being considered.</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>29 Aug 2023</p>				Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 007d	Confirm to EA that measures in the interest of safety have been completed.	<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 in Oct/Nov 2023.</p> <p>Gateway 4 approval has now been received.</p>	Tim Munday	29-Aug-2023	30-Jun-2024
ENV-NE 007h	A Gateway 5 report will be prepared to request funding and permission to progress works on site. Procurement and progression of detailed designs, tendering for site works, gaining required permissions, design consultation, enabling works and to works to begin on site.	Tender and procurement documentation is being prepared and possible consultants and contractors are being identified. Procurement exercise is yet to start due to project staff resourcing and to align with other works in the park. Exercise is now expected to take place autumn/winter 2023.	Tim Munday	29-Aug-2023	25-Jan-2024

Appendix 1

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	Current Risk score change indicator
ENV-NE-EF 008 Invasive Non Native Species (INNS), Pests and Pathogens	<p>Cause: Lack of adequate controls on international trade encourages transmission of invasive non-native species (INNS), pests and pathogens; inadequate site biosecurity often through conscious public release of organisms within the Forest.</p> <p>Event: Sites become occupied by such organisms which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some organisms 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. Harm to individuals or spread of disease.</p>	 <p>Life/hood</p> <p>Impact</p>	<p>16</p>	<p>The highly pathogenic Avian Influenza (HPAI) variant HN51 has been declared over, but we continue to monitor our wildfowl populations for any symptoms or unexpected fatalities. Public information signage will be reviewed.</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>Harmful algal blooms (HABs): Under nutrient-rich eutrophic conditions Cyanobacteria (Blue-Green Algae) can produce HABs producing harmful toxins which can kill wild animals, livestock and pets and induce skins rashes and sickness in humans. This is a seasonal issue as it is driven by increasing temperatures and low water levels. The summer of 2023 so far has</p>	 <p>Life/hood</p> <p>Impact</p>	<p>12</p>	<p>30-Jun-2024</p>	

Appendix 1

19-Aug-2015 Paul Thomson				not resulted in a higher than normal level of HABs, but we continue to monitor the situation and alert the public as appropriate. Swimming is not permitted in any Epping Forest water bodies and signage is in place warning members of the public to keep dogs away from the water.				Reduce	Constant
								16 Aug 2023	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 008c	Develop an INNS, Pests and Pathogens policy.	Epping Forest INNS, Pests and Pathogens Policy is in draft and will be developed more fully upon recruitment of key staff. The draft Policy will be presented to Committee for approval in due course. 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 taxonomic groups is planned to provide a comprehensive basis for prioritising actions on species and to allow an Action Plan as well as a policy approach.	Paul Thomson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 008g	This action tracks work to mitigate the spread of Oak Processionary Moth in Epping Forest.	OPM is a seasonal risk and remains red due to high levels over the summer. Other INNS are being monitored as usual. The current annual survey is underway. We are reducing reliance on spraying and are increasing the manual removal of caterpillars in high-traffic areas.	Paul Thomson	16-Aug-2023	31-Mar-2024
ENV-NE-EF 008h	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	16-Aug-2023	31-Mar-2024
ENV-NE-EF 008i	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	12-Jun-2023	31-Mar-2024
ENV-NE-EF 008j	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.	Paul Thomson	16-Aug-2023	31-Dec-2024

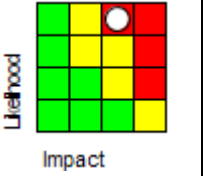
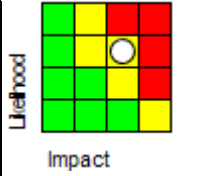
Appendix 1

		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, Pests and Pathogens Action Plan for completion in 2024.			
ENV-NE-EF 008k	Undertake a weekly survey of bird fatalities.	A weekly survey of the highly pathogenic Avian Influenza bird fatalities is carried out. Ad hoc monitoring is still being undertaken but the 2022/23 outbreak has been declared over.	Laura Lawson	16-Aug- 2023	31-Mar- 2024
ENV-NE-EF 008l	Actions in response to notification of a nearby Bovine Tuberculosis breakdown (loss of OFT status).	We have been notified that another livestock herd within 3km of the Forest has had a 'TB Breakdown', this is Defra terminology meaning that the herd involved has lost its Officially Free of Tuberculosis (OFT) status. Due to the geography, this will increase the burden of testing on our herd. Negative testing across the coming months could allow the herd to recover this OFT status. We may need to adjust the grazing activity over the remainder of the season. Our investment in a mobile cattle crush will allow us to undertake the additional testing safely without the risk and complications of having to bring the cattle back to Great Gregories.	Paul Thomson	23-Aug- 2023	31-Mar- 2024
ENV-NE-EF 008m	HABs: regular monitoring and awareness raising.	Regular monitoring of dissolved oxygen levels and the visual inspection of lake surface for HABs is undertaken. Positive testing for HABs by the Environment Agency will lead to health warning signage and social media messaging.	Paul Thomson	16-Aug- 2023	31-Mar- 2024

Appendix 1

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 012b	Undertake audits of all 38 Forest compartments and buffer land.	Audits will be completed when the team is at full complement. A dedicated Wayleaves Officer is being recruited to address concession of rights.	Laura Lawson	29-Aug-2023	31-Mar-2024
ENV-NE-EF 012d	Work with the City Surveyor's and the Comptroller and City Solicitor's Departments to consider whether legal action is required to settle disputes.	Test cases brought forward are too old for challenge. A draft EFCC report collates all potential historic encroachments with a view to resolve the remaining encroachments. This draft is currently with the Legal Team for their comment.	Tristan Vetta	17-Aug-2023	31-Dec-2023

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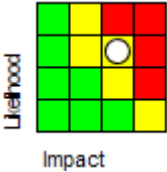
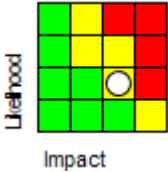
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-EF 015 Public behaviour 19-Aug-2015 Paul Thomson	Cause: Crime; irresponsible dog owners; rough sleepers; user conflict; trespass; alcohol; unlicensed activity. Event: Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social, irresponsible or unsafe behaviour. 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.		16	We work in partnership with a range of Police and Anti-Social Behaviour managers to manage this risk. We have put in place a range of controls to limit the effects and which should reduce the risk score in time. 17 Aug 2023		12	30-Jun-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 015b	Implementation and monitoring of PSPOs and other dog control measures on sites.	PSPOs are subject to renewal in 2023. 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	17-Aug-2023	31-Mar-2024
ENV-NE-EF 015f	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	17-Aug-2023	31-Mar-2024
ENV-NE-EF 015i	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	17-Aug-2023	31-Mar-2024
ENV-NE-EF 015j	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. A draft Policy has been prepared and will be presented to Committees in due course.	Laura Lawson	17-Aug-2023	30-Jun-2024
ENV-NE-EF 015k	Encourage safe and responsible use of the Forest.	Activity based codes of conduct or guidelines for cycling, dog walking, fishing and horse riding have been developed and are available online.	Paul Thomson	17-Aug-2023	30-Jun-2024

Appendix 1

		<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>			
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ENV-NE-EF 003 Health and Safety incidents / Catastrophic Health and Safety failure 19-Aug-2015 Paul Thomson	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. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices. Insufficient staff numbers and heavier workload for those who are in post. 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.		12	<p>Staff shortages have resulted in reduced capacity for health and safety work but we continue to prioritise all necessary monitoring, audits and risk assessments.</p> <p>A programme of training will be required as we move forward with recruitment and cross skilling into new structures.</p> <p>29 Aug 2023</p>		8	31-Mar-2024	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 003c	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	17-Aug-2023	31-Mar-2024
ENV-NE-EF 003e	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 vacancies, there are gaps in responsibilities which are being prioritised on a risk basis. Review will be necessary in late 2023/early 2024.	Paul Thomson	29-Aug-2023	31-Mar-2024
ENV-NE-EF 003f	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	17-Aug-2023	31-Mar-2024
ENV-NE-EF 003g	Provide support to staff where possible.	Some teams have been understaffed due to temporary restrictions on recruitment during the recent restructure, resulting in overstretched staff and physical and mental stress. Some staff	Jo Hurst	29-Aug-2023	31-Mar-2024

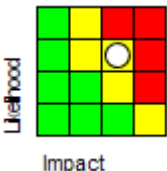
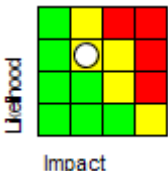

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		were at risk of redundancy, causing stress and uncertainty. Key team members are trained Mental Health First Aiders but this is a reactive function intended to notice and act upon indicators of mental health crisis, not to proactively provide support to affect staff members. Support such as Occupational Health and the Employee Assistance Programme is advertised and communicated.			
ENV-NE-EF 003h	Provide water safety equipment at high risk locations.	Swimming is prohibited in all Epping Forest water bodies. However, we have assessed the ponds most likely to be entered by people. A risk assessment is being carried out and water safety equipment is likely to be installed at three locations as part of existing infrastructure.	Paul Thomson	23-Aug-2023	31-Mar-2024

Appendix 1

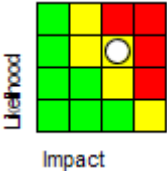
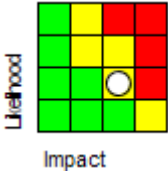
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 010a	Epping Forest DC Local Plan: Attend meetings and respond to consultation on the local plan in order to influence the content of the Plan and the Memorandum of Understanding between EFDC and Natural England. LB Waltham Forest Core Strategy and other LA actions plans: Respond to any further consultation.	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	17-Aug-2023	31-Mar-2024
ENV-NE-EF 010c	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.	Jacqueline Eggleston	17-Aug-2023	31-Dec-2023

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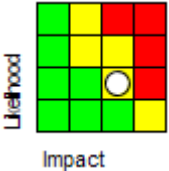
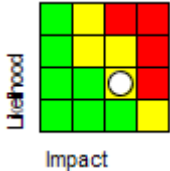

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-NE-EF 013 Loss of knowledge in skilled staff / Difficulties in recruitment 19-Aug-2015 Paul Thomson	Cause: Previous reliance on memory-based rather than documentary records; retirements amongst ageing workforce; challenge to recruit to some roles due to competitive marketplace. Event: Loss of knowledge and skills. Effect: Extra training needs; challenges with recruitment to some posts.		12	Risk is medium. Some loss of skilled staff due to retirement and staff taking external positions. A talent management programme will be designed and implemented from autumn 2023. 29 Aug 2023		6	31-Mar-2024	 Decreasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 013a	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 Team and agreed by the Assistant Director. HR support for key roles.	Talent management programme will start to be implemented in autumn 2023, following finalisation of the TOM process and new structures.	Jo Hurst	29-Aug-2023	31-Mar-2024
ENV-NE-EF 013b	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 has now been 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	17-Aug-2023	31-Mar-2024
ENV-NE-EF 013c	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR.	Details to be articulated in talent management pstrategy, but there will always be budgetary constraints and decisions taken on case-by-case basis.	Jo Hurst	17-Aug-2023	31-Mar-2024

Appendix 1

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	Current Risk score change indicator
ENV-NE-EF 016 Financial management and loss of income 18-May-2016 Paul Thomson	<p>Cause: Inflation continues to rise following Brexit, the Covid pandemic and the war in Ukraine, putting increased pressure on the Corporation's budgets. Some key Natural Environment Division income streams are also likely to reduce due to 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.</p> <p>Event: Possible reduction in 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. NE Division may be unable to deliver spend to profile or income generation programmes to agreed targets and timescales.</p> <p>Effect: Adverse impact on service delivery: reduction in income and rising costs mean that less work can be delivered. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing. Reduction / loss of biodiversity, negative impacts on visitor infrastructure and experience.</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>An application to the Rural Payments Agency's (RPA) Countryside Stewardship Scheme was made in April 2023 which will help address 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>29 Aug 2023</p>		8	31-Mar-2024	Constant
							Accept	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 016e	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	17-Aug-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	Current Risk score change indicator
<p>ENV-NE-EF 005 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition</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. Event: Unfavourable assessment by Natural England. 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>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; this includes three SSSI units in “unfavourable” condition.</p> <p>Three further applications to cover the remainder of the SSSI, Wanstead Park and Copped Hall are being prepared. Forest 2 was submitted in April 2023 with work planned to start in 2024. The Wanstead Park and Copped Hall applications may be submitted in 2024.</p> <p>Work is being targeted to address some of the reasons for 'unfavourability' in the units in this second half of the Forest.</p> <p>Expansion of conservation grazing should see an improvement in the grassland management of 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>8</p>		

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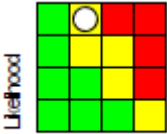

19-Aug-2015 Paul Thomson				17 Aug 2023			Accept	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 005a	Make CSS grant application to avoid loss of this vital income stream whilst ensuring habitat management 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 (Forest 2); this was submitted in April 2023 with work planned to start in 2024. Further applications for Copped Hall Park and Wanstead Park have also been agreed by Committee and may be submitted in 2024.	Paul Thomson	17-Aug-2023	30-Apr-2024
ENV-NE-EF 005b	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	17-Aug-2023	31-Mar-2024

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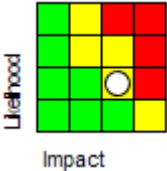
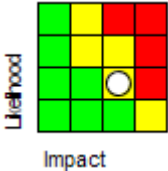
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 009h	Reduce the impact of grass and heathland fires.	Nine site-specific wildfire response plans have been signed off by the respective Fire and Rescue Services. Site inspections by fire officers have been completed at the London sites. Further work is required with Essex Fire Brigade.	Paul Thomson	17-Aug-2023	01-Nov-2023
ENV-NE-EF 009i	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	17-Aug-2023	30-Sep-2024

Appendix 1

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	Current Risk score change indicator
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 style="text-align: center;">Lifelihood Impact</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>17 Aug 2023</p>	 <p style="text-align: center;">Lifelihood Impact</p>	8	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 011b	Identify potential funding / partners and submit bid. Funders may include HLF.	<p>Funding is being worked on through the Wanstead Park Project Board; a Gateway 5 report was approved by Committee in January 2023 for £1.15m and works will commence in 2024.</p> <p>The principal challenge is that project match funding does not qualify under City capital prioritisation rules.</p>	Paul Thomson	29-Aug-2023	31-Mar-2024

Appendix 1

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	Current Risk score change indicator
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>		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>17 Aug 2023</p>		8	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-EF 014a	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	17-Aug-2023	31-Mar-2024