

<b>Committee(s)</b>	<b>Dated:</b>
Epping Forest & Commons Committee	19 September 2024
<b>Subject:</b> Risk Management Update Report	<b>Public</b>
<b>Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?</b>	<ul style="list-style-type: none"> <li>• Diverse engaged communities</li> <li>• Vibrant thriving destination</li> <li>• Providing excellent services</li> <li>• Flourishing public spaces</li> <li>• Leading sustainable environment</li> </ul>
<b>Does this proposal require extra revenue and/or capital spending?</b>	<b>No</b>
<b>If so, how much?</b>	<b>N/A</b>
<b>What is the source of Funding?</b>	<b>N/A</b>
<b>Has this Funding Source been agreed with the Chamberlain's Department?</b>	<b>N/A</b>
<b>Report of:</b> Katie Stewart, Executive Director of Environment	<b>For Decision</b>
<b>Report author:</b> Joanne Hill, Business Planning and Compliance Manager	

### Summary

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

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

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

## **Recommendation**

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the risk registers appended to this report satisfactorily set out the key risks to each of the five charities and that appropriate systems are in place to identify and mitigate risks.

## **Main Report**

### **Background**

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Each Committee to which the Natural Environment Division of the Environment Department reports receives an update on the risks of the charity or charities relevant to that Committee every quarter. This frequency aligns with the City of London's Risk Management Strategy and exceeds the requirements of the Charity Commission.
4. The Executive Director Environment assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Each of the five charities for which your Committee is responsible holds a risk register. All risks are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system. Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 6.
6. The detailed risk registers for Epping Forest and each of the four Commons charities are summarised in the main body of this report and provided in full at Appendices 1 to 5. Officers are undertaking a range of actions to control each risk, as shown in the appended registers.

### **Current Position**

#### **Epping Forest Risks**

7. The Epping Forest Risk Register contains five Red, eight AMBER, and one GREEN risk, owned and managed by the Assistant Director, Epping Forest and

her management team. Since last reported to your Committee, all risks have been reviewed and updated in the risk management information system.

8. The following three risks have been closed and will be removed from the register.

**a. 'ENV-NE-EF 012: Loss of forest land and buffer land/or concession of prescriptive rights'**

This risk was added to the register in 2015, at which time a definitive list of accesses was not held, and there were concerns about the definition of boundaries. There is now a single detailed database of all accesses which is kept up to date. Also, all forest and buffer land is registered and, as such, the boundary is defined. This is now incorporated in 'business as usual' land management work and the risk has been closed.

**b. ENV-NE-EF 014: Major incident resulting in prolonged access denial.**

This risk focused on the environmental impacts of prolonged inability to access the site, but these are covered by other risks on the register. The response to a major incident is addressed by the local Major Incident Plan and Emergency Plan, both of which are tested, kept up to date and overseen by the Corporate Resilience Team. Security of the site, staff and the public in the event of a terrorist attack are also addressed in more detail by the new risk (ENV-NE-EF 020) described at paragraph 9b, below.

**c. ENV-NE-EF 011: Wanstead Park – Heritage at Risk Register.**

This risk has been closed and the detail transferred into a new risk (ENV-NE-EF 019) which covers all heritage assets.

9. Two new risks have been added to the register as follows:

**a. ENV-NE-EF 019: Decline in condition of heritage assets (*Amber 12*).**

All heritage assets have been amalgamated into this new risk to enable better oversight and management of these assets. The risk includes Wanstead Park, which was previously covered by ENV-NE-EF 011 (see paragraph 9a); the Scheduled Ancient Monuments, which have been moved from the general 'Decline of built assets and infrastructure' risk; as well as Warren House.

**b. ENV-NE-EF 020: Security of site, staff and the public (*Amber 12*).**

This new risk covers the need to provide staff with appropriate training to ensure adequate preparedness for potential terrorist attacks – in compliance with forthcoming 'Martyn's Law' legislation (Protect Duty). The risk also covers more general site security needed to prevent unauthorised access to work compounds.

10. The detailed risk register (Appendix 1) includes explanations of changes to risk scores, target dates, and completion or addition of risks and actions. All risks are also listed below with their current score and notes summarising significant recent updates, where applicable.

• **ENV-NE-EF 006: Failure of raised reservoirs (*RED, 24*)**

- **ENV-NE-EF 017: Tree event or failure** (*RED, 24*)  
 Following the successful removal of a single dangerous tree near the M25 and high voltage power cables, the score of this risk has reduced from Red 32 (likely / extreme) to Red 24 (possible / extreme). The backlog of other tree safety works should be cleared within the next 18 months. Officers are working with colleagues in the Chamberlain's Department to identify funding for ongoing tree safety works to prevent a backlog building up again. Once these actions are complete, the risk will be further reduced if appropriate.
- **ENV-NE-EF 018: Deterioration of Wanstead Park Reservoirs** (*RED, 24*)
- **ENV-NE-EF 008: Negative impacts from pests and diseases** (*RED, 16*)
- **ENV-NE-EF 015: Impacts of anti-social behaviour on staff and site** (*RED, 16*)
- **ENV-NE-EF 003: Risk for health and safety** (*AMBER, 12*)
- **ENV-NE-EF 004: Decline in condition of built assets and infrastructure** (*AMBER, 12*)  
 This risk now addresses the risk to non-heritage built assets and infrastructure only. Following the removal of heritage assets, the risk score has been reduced from Red 32 (likely / extreme) to Amber 12 (possible / major). Heritage assets have been moved into the new risk ENV-NE-EF 020.
- **ENV-NE-EF 010: Negative impacts of development and encroachment** (*AMBER, 12*)
- **ENV-NE-EF 016: Budget pressures** (*AMBER, 12*)
- **ENV-NE-EF 019: Decline in condition of heritage assets** (*AMBER, 12*)  
 As explained in paragraph 9a, this new risk has been added to the register.
- **ENV-NE-EF 020: Security of site, staff and the public** (*AMBER, 12*)  
 As explained in paragraph 9b, this new risk has been added to the register.
- **ENV-NE-EF 005: Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) condition** (*AMBER, 8*)
- **ENV-NE-EF 009: Adverse impacts of extreme weather and climate change** (*AMBER, 8*)
- **ENV-NE-EF 013: Recruitment of suitable staff and workforce planning** (*GREEN, 2*)  
 The score of this risk has reduced from Amber 12 (possible / major) to Green 2 (unlikely / minor). Recruitment to vacant posts is progressing well and systems have been introduced to ensure knowledge is properly documented and not lost when individual members of staff leave.

## The Commons Risks

11. A separate risk register is held for each of the four Commons charities to enable effective site-specific management and assessment.
12. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. The risks are listed below with their current score and notes summarising significant recent updates, where applicable.

## Ashtead Common

13. The Ashtead Common Risk Register (Appendix 2) contains one RED, four AMBER and one GREEN risk as summarised below.
  - **ENV-NE-AC 009: Decline in condition of assets** (*RED, 16*)  
It is hoped that this risk will begin to reduce as a schedule for addressing outstanding maintenance works is confirmed and works begin to be delivered.
  - **ENV-NE-AC 005: Negative impacts of pests and diseases** (*AMBER, 12*)  
The score of this risk has reduced from RED 16 as there have been fewer reported incidents of tick bites this summer. An action plan is in place for Lyme Disease to reduce the risk of exposure by staff, and information cards have been produced for volunteers, contractors and members of the public.
14. The following risks remain stable with a range of ongoing actions to keep them under review and reduce the scores over time, where possible:
  - **ENV-NE-AC 004: Negative impacts of development and encroachment** (*AMBER 8*)
  - **ENV-NE-AC 006: Adverse impacts of extreme weather and climate change** (*AMBER, 6*)
  - **ENV-NE-AC 008: Water pollution** (*AMBER, 6*)
  - **ENV-NE-AC 001: Budget pressures** (*GREEN, 4*)

## Burnham Beeches and Stoke Common

15. The Burnham Beeches and Stoke Common Risk Register (Appendix 3) contains three RED and four AMBER risks.
16. The following risk has been closed and will be removed from the register
  - **ENV-NE-BBSC 007: Rural Payment Agency Grant**  
A final decision has now been issued on the amount of the grant being provided by the Rural Payment Agency for work on trees. While the full, initially agreed amount for the whole 10 years will not be paid, we will receive a five-year grant at a new revised rate.
17. The following risks remain stable with a range of ongoing actions to keep them under review and reduce the scores over time, where possible:

- **ENV-NE-BBSC 002: Negative impacts of visitor pressure** (*RED, 16*)
- **ENV-NE-BBSC 005: Negative impacts of pests and diseases** (*RED, 16*)
- **ENV-NE-BBSC 009: Decline in condition of assets** (*RED, 16*)
- **ENV-NE-BBSC 001: Budget pressures** (*AMBER, 12*)
- **ENV-NE-BBSC 004: Negative impacts of development and encroachment** (*AMBER, 12*)
- **ENV-NE-BBSC 006: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
- **ENV-NE-BBSC 008: Pollution** (*AMBER, 8*)

### **Coulsdon and Other Commons**

18. The Coulsdon and Other Commons Risk Register (Appendix 4) contains one RED and six AMBER risks.
19. All risks remain stable with a range of ongoing actions to keep them under review and reduce the scores over time, where possible:
- **ENV-NE-COC 009: Decline in condition of assets** (*RED, 16*)
  - **ENV-NE-COC 002: Negative impacts of visitor pressure** (*AMBER, 12*)
  - **ENV-NE-COC 004: Negative impacts of development and encroachment** (*AMBER, 8*)
  - **ENV-NE-COC 005: Negative impacts of pests and diseases** (*AMBER, 8*)
  - **ENV-NE-COC 008: Pollution** (*AMBER, 8*)
  - **ENV-NE-COC 001: Budget pressures** (*AMBER, 6*)
  - **ENV-NE-COC 006: Adverse impacts of extreme weather and climate change** (*AMBER, 6*)

### **West Wickham and Spring Park**

20. The Wickham and Spring Park Risk Register (Appendix 5) contains one RED and five AMBER risks.
21. All risks remain stable with a range of ongoing actions to keep them under review and reduce the scores over time, where possible:
- **ENV-NE-WWSP 009: Decline in condition of assets** (*RED, 16*)
  - **ENV-NE-WWSP 002: Negative impacts of visitor pressure** (*AMBER, 12*)
  - **ENV-NE-WWSP 004: Negative impacts of development and encroachment** (*AMBER, 8*)
  - **ENV-NE-WWSP 005: Negative impacts of pests and diseases** (*AMBER, 8*)
  - **ENV-NE-WWSP 001: Budget pressures** (*AMBER, 6*)
  - **ENV-NE-WWSP 006: Adverse impacts of extreme weather and climate change** (*AMBER, 6*)

### **Risk Management Process**

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

### **Identification of New Risks**

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

### **Corporate and Strategic Implications**

26. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.
27. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into consideration as part of the development of the Natural Environment Divisions' emerging strategies.
28. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

### **Conclusion**

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

### **Appendices**

- Appendix 1 – Epping Forest Risk Register
- Appendix 2 – Ashted Common Risk Register

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

**Contact**

Joanne Hill, Business Planning and Compliance Manager, Environment Department

T: 020 7332 1301

E: [Joanne.Hill@cityoflondon.gov.uk](mailto:Joanne.Hill@cityoflondon.gov.uk)