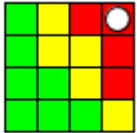
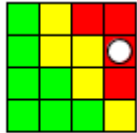





Natural Environment Cross-divisional Risk Register

Rows are sorted by Risk Score

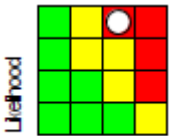
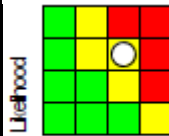
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
<p>ENV-NE 003 Decline in condition of assets</p>	<p>Cause: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues; failure to retain expertise necessary to maintain complex buildings / sites. Reduced CWP budget and limited capital programme. Event: Fail to meet statutory regulations and checks. Operational, residential or public buildings deteriorate to unusable/unsafe condition. Effect: 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.</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</p> 	<p>32</p>	<p>This risk has been assessed as Red 32 (Likely; Extreme) due to ongoing and increasing concerns about inadequate repair and maintenance of operational property across all Natural Environment sites.</p> <p>The Environment Department is Lead Client for its operational property with inspections managed and records kept by the City Surveyor's Department (CSD). The Corporation has approved funding for the significant maintenance backlog, including the Natural Environment Division. We are awaiting process and timescales.</p> <p>Officers also continue to seek alternative funding or other opportunities to enable repair and maintenance works to be undertaken outside the Cyclical Works Programme (CWP).</p> <p>A condition survey of high-priority lodges was undertaken, and work is underway to</p>	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Likelihood</p> 	<p>24</p>	<p>31-Mar-2025</p>	

Appendix 1

30-Aug-2017 Emily Brennan				<p>feed back the findings and prioritise work internally and with CSD.</p> <p>Positive meetings have been held with CSD and some actions have been agreed to help reduce this risk. The Environment Department will be represented on the group which decides on CWP allocations and priorities. We will work together to update the division of responsibilities and premises controller lists.</p> <p>21 Sep 2024</p>			Reduce	
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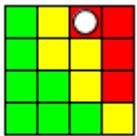
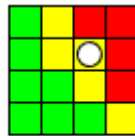

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 003a Liaison with other departments	Liaise with City Surveyor's Department and other internal departments to press for action to be taken especially with regard to the most urgent issues.	We continue to work with the City Surveyor's Department to resolve service delivery issues.	Jo Hurst	21-Sep-2024	31-Mar-2025
ENV-NE 003b Regular monitoring	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.	Emily Brennan	21-Sep-2024	31-Mar-2025
ENV-NE 003d Asset register	Create a comprehensive asset register.	<p>A full review of Natural Environment assets is underway. The outcome will be the compilation of a comprehensive, accurate asset register which will enable us to identify ownership of our assets. A Charity Asset Officer is now in post and is working to ensure assets are recorded correctly and consistently.</p> <p>Asset registers for built assets are undergoing review and being transferred into a new system with additional information. However, this does not include infrastructure assets such as bridges and culverts. The Assistant Director Charity Development is taking forward recommendations for changes ways of working with CSD and other corporate departments.</p>	Jo Hurst	21-Sep-2024	31-Mar-2025

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	Flight path
ENV-NE 004 Negative impacts from pests and diseases 30-Aug-2017 Emily Brennan	<p>Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas.</p> <p>Event: 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>Effect: Service capability disrupted; public access to sites restricted; tree decline; reputational damage; increased cost of monitoring and control of invasive species; risk to human health from OPM or other invasive or indigenous species; loss of key native species; threat to existing conservation status of sites particularly those with woodland habitats.</p>	 <p>Lifehood</p> <p>Impact</p>	16	<p>This risk is currently scored as Red 16 (likely/ major) due to the potential biodiversity, financial and human health impacts associated with pests and diseases across many of our Natural Environment sites.</p> <p>The regional and national situation is monitored on a regular basis. Staff across all Natural Environment sites are carrying out a range of actions, such as inspections, spraying and pest removal to mitigate the impact of this risk and with the aim of reducing it to the target score.</p> <p>21 Sep 2024</p>	 <p>Lifehood</p> <p>Impact</p>	12	31-Mar-2025	
							Reduce	

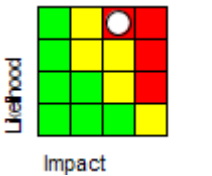
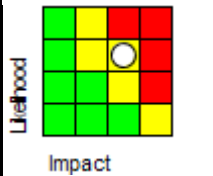
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 004a	Cooperation and coordination across the Natural Environment Division and wider Department.	Natural Environment sites collaborate to share information and knowledge. This ongoing cooperation and coordination includes other parts of the Environment Department such as City Gardens and the Cemetery and Crematorium.	Emily Brennan	21-Sep-2024	31-Mar-2025
ENV-NE 004b	Regular review and monitoring of sites' local risks.	The risks of each individual site are kept under regular review.	Emily Brennan	21-Sep-2024	31-Mar-2025

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	Flight path
ENV-NE 010 Budget pressures and uncertainty over future funding model 16-Dec-2022 Emily Brennan	<p>Cause: Reduction in income and the need for greater investment in order to deliver services. Pressures on the Corporation's finances have led to a proposed new financial model for the charities.</p> <p>Event: Inability to generate sufficient income to cover operating costs.</p> <p>Effect: Reduction or cessation of services; decline in quality of services; inability to respond to the impacts of other business risks.</p>	 <p>Lifehood</p> <p>Impact</p>	16	<p>The Assistant Director, Charity Development is developing a Fundraising Strategy, collaborating with colleagues across the Corporation to identify funding sources. The Strategy will include clear targets, define priority income streams and help to develop a coordinated approach. Actions from the Strategy will be built into the new five-year charity business plans.</p> <p>The Assistant Director, Charity Development is the Natural Environment Division's lead officer on the Natural Environment Charity Review. The Charity Review will also aim to develop a sustainable funding model for the charities and enable funds to be restricted for specific use within the Natural Environment Division.</p> <p>21 Sep 2024</p>	 <p>Lifehood</p> <p>Impact</p>	12	31-Mar-2026	
						Reduce		

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 010a Charity Fundraising Income Strategy	Develop an Income Generation Strategy.	The Assistant Director Charity Development is taking this forward and will seek Committee approval of the final version.			Jo Hurst	21-Sep-2024	30-Sep-2025

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	Flight path
ENV-NE 015 Impacts of anti-social behaviour on staff and sites 02-Jan-2024 Emily Brennan	Cause: Anti-social behaviour of members of the public. Event: Anti-social, irresponsible or unsafe behaviour; abuse of staff; fly-tipping; litter; dog fouling; dog attacks; vandalism; abandoned/burnt out vehicles; traveller incursions. Effect: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.		16	We are developing a departmental approach to tackling abuse of staff; encouraging responsible behaviour and rapid reporting; putting preventative measures in place; collaborating with police and other enforcement agencies to minimise incidents. 21 Sep 2024		12	31-Mar-2025	
							Reduce	

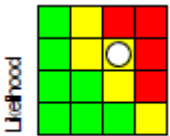
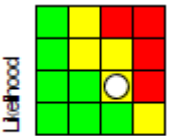
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 015a Departmental 'Abuse of Staff Policy'	Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is being trialled, following which a decision will be taken as to a permanent arrangement and departmental policy.	Emily Brennan	21-Sep-2024	31-Mar-2025
ENV-NE 015b Staff training	Training for staff on conflict management.	First-time or refresher training for staff on conflict management is being provided as part of a departmental arrangement.	Emily Brennan	21-Sep-2024	31-Dec-2024
ENV-NE 015c Enforcement partnerships	Build enforcement partnerships.	This is ongoing at each site with relevant local agencies and partners.	Emily Brennan	21-Sep-2024	31-Mar-2025
ENV-NE 015d Educate visitors	Educate visitors to use the sites responsibly.	The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing at each site as appropriate.	Emily Brennan	21-Sep-2024	31-Mar-2025

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	Flight path
ENV-NE 001 Risks to health and safety 30-Aug-2017 Emily Brennan	<p>Causes: 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>Event: Incident or accident with health and safety implications.</p> <p>Effect: Injury or death of a member of the public, volunteer, staff or contractor.</p>	<p>Lifehood</p> <p>Impact</p>	12	<p>Due to the nature of our sites and the types of activities carried out, there are a range of health and safety risks associated with working practices and use of the sites.</p> <p>Each site has appropriate mitigating actions in place. The Department's Health and Safety Manager provides advice and assistance with identifying and managing health and safety risks.</p> <p>We expect the risk score to reduce further as vacancies are filled and new staff become familiar with, and support implementation of, policies, processes and safe working practices.</p> <p>21 Sep 2024</p>	<p>Lifehood</p> <p>Impact</p>	8	31-Mar-2025	
							Reduce	

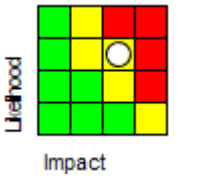
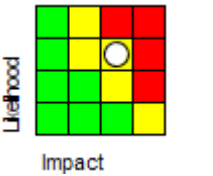
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 001a Regular review and monitoring	Regular review and monitoring of health and safety risks held by individual sites.	The Director keeps the health and safety risks of individual sites under review. Major health and safety risks are identified and discussed at Senior Leadership Team meetings.	Emily Brennan	21-Sep-2024	31-Mar-2025
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.	Emily Brennan	21-Sep-2024	31-Mar-2025

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	Flight path
ENV-NE 002 Adverse impacts of extreme weather and climate change 30-Aug-2017 Emily Brennan	<p>Causes: Climate change causes more frequent and severe weather events: storms, wind, rainfall, snow, drought.</p> <p>Event: More frequent and prolonged periods of drought, flooding, storm damage, wildfires etc.</p> <p>Effect: Service capability disrupted; incidents increase demand for staff resources to respond and 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.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>Each site carries out a range of appropriate actions to control this risk.</p> <p>Officers continue to work with the Environment Department's Environmental Resilience Team to develop a Climate Resilience Plan for the Natural Environment Division. This work includes identifying specific climate change related risks and actions.</p> <p>Carbon Removals Project: A Project Manager and Project Officer are now in post and are taking the project forward.</p> <p>21 Sep 2024</p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2025	
							Reduce	

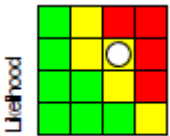
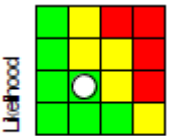
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 002a Climate Resilience Plan	Develop a Climate Resilience Plan for the Natural Environment Division.	We are working with the Department's Environmental Resilience Team to identify specific climate change related risks and actions for the Natural Environment Division.	Simon Glynn	21-Sep-2024	31-Dec-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	21-Sep-2024	31-Mar 2025
ENV-NE 002d Carbon Removals Project	Progress the Carbon Removals Project.	<p>A Project Manager and Project Officer are now in post and are taking the project forward.</p> <p>The project will protect the carbon stored on our open spaces and provide additional carbon storage. Actions include fencing to protect vulnerable trees; tree and hedge planting; and deer management.</p>	Emily Brennan	21-Sep-2024	31-Mar-2025

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	Flight path
ENV-NE 005 Negative impacts of development and encroachment 30-Aug-2017 Emily Brennan	<p>Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; unsuccessful challenges; lack of resources to employ specialist support, carry out necessary monitoring/research or consult on Local Plans; lack of partnership working with, and engagement from, Planning Authorities.</p> <p>Event: Major development(s) have a negative impact on our sites through loss and damage to habitats. Increase in visitor numbers.</p> <p>Effect: Loss, damage, destruction or fragmentation of habitats. Increased damage through high visitor numbers. Encroachment/loss of land.</p>		12	<p>Staff at all Natural Environment sites work with their neighbouring local authorities and consult with stakeholders. They seek out opportunities to integrate sustainability into proposed developments, e.g. asking for CIL funds from developers to mitigate the impact where possible. They also do what they can to limit the impact of increased visitor numbers.</p> <p>We have accepted this risk at its current score as there is currently no additional actions we can take to reduce it further.</p> <p>21 Sep 2024</p>		12	Accept	

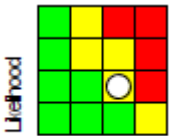
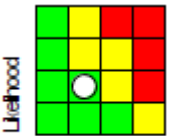
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 005a Regular monitoring and review	Regular monitoring of the risks held by individual sites and action taken.	The Director keeps the risks held by individual sites under review and is notified by her Assistant Directors of any specific planning issues and concerns that arise.	Emily Brennan	21-Sep-2024	31-Mar-2025

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	Flight path
ENV-NE 014 Lack of asset register 22-Aug-2023 Jo Hurst	Cause: We do not hold an accurate, comprehensive, asset register for the Natural Environment sites. Event: We do not know the ownership details of all our assets. Effect: Potential to be non-compliant with Charity Commission requirements.	 Likelihood Impact	12	A full asset review is underway which will result in the compilation of a comprehensive, accurate Asset Register. This will enable us to identify the ownership of our assets and ensure compliance with Charity Commission’s Statement of Recommended Practice (SORP) requirements. Once full details are determined, we will also be able to consider wider opportunities for income generation, repurposing and/or disposal. The Charity Asset Officer is working on developing the asset register. This work will be completed in order of priority – highest priority assets should be completed by the end of the current financial year but will be subject to a rolling programme of review. 21 Sep 2024	 Likelihood Impact	4	31-Mar-2025	
							Reduce	

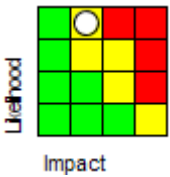
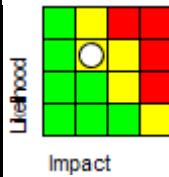
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 014a	Carry out Natural Environment Asset Review	A full review of Natural Environment assets is underway. The outcome will be the compilation of a comprehensive, accurate asset register which will enable us to identify ownership of our assets.	Jo Hurst	21-Sep-2024	31-Mar-2025
ENV-NE 014b	Establish and monitor protocols to ensure compliance with Charity Commission requirements.	Establish and monitor protocols for ensuring compliance with Charity Commission requirements in relation to charity-owned assets.	Jo Hurst	21-Sep-2024	31-Mar-2025

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	Flight path
ENV-NE 011 Recruitment of suitable staff 16-Dec-2022 Emily Brennan	<p>Cause: There is a lack of appropriately skilled candidates in the wider environment employment market.</p> <p>Event: Difficulty in filling new and existing posts at the right level.</p> <p>Effect: Inability to deliver front-line and back-office services.</p>	 <p>Lifehood</p> <p>Impact</p>	8	<p>There is an apparent lack of individuals in the employment market with relevant skills and experience to fill some specialist posts - this is an industry-wide issue.</p> <p>A key element of delivering the new divisional structure is to offer our existing staff more learning and development opportunities to enable them to fill new and vacant posts in the future.</p> <p>Vacancies are being advertised across a broad range of recruitment outlets in an attempt to attract suitable candidates.</p> <p>The score of this risk has now been reduced from Amber 12 (possible / major) to Amber 8 (unlikely / major) because recruitment has been successful across the division. There are still some key posts to be recruited to before we can consider reducing the risk to the target score.</p> <p>21 Sep 2024</p>	 <p>Lifehood</p> <p>Impact</p>	4	31-Mar-2025	
							Reduce	


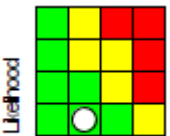

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 011a Develop staff	Develop our staff	<p>We will offer staff more learning and development opportunities to enable them to fill new and existing vacancies.</p> <p>Management training for all managers is taking place during Autumn 2024.</p>			Emily Brennan	21-Sep-2024	31-Dec-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	Flight path
ENV-NE 013 Negative impacts of visitor pressure 22-Aug-2023 Emily Brennan	<p>Cause: Continual increase in number of visitors due to greater popularity of natural environment sites, population growth and new housing in local areas.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest and SACs which are not designed for such high visitor numbers. Increased use of car parks and parking on adjacent roads and land.</p> <p>Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.</p>		8	<p>Works to improve visitor infrastructure are being undertaken where possible and/or funding to enable this work is being sought.</p> <p>Education of visitors to encourage responsible use of sites is carried out via publicity, social media messaging and signage. Opportunities to increase this will be sought and taken up.</p> <p>21 Sep 2024</p>		6	31-Mar-2025	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE 013a Improve visitor infrastructure	Improve visitor infrastructure.	Seek ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage.			Emily Brennan	21-Sep-2024	31-Mar-2025
ENV-NE 013b Education and messaging	Carry out education and messaging campaigns to encourage responsible use of the sites.	Carry out education and messaging campaigns at our sites to encourage the public to use sites responsibly in order to conserve them for the future.			Emily Brennan	21-Sep-2024	31-Mar-2025

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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE 012 Negative impacts of carrying out wildlife management 22-Aug-2023 Emily Brennan	<p>Cause: Control of wildlife is necessary across the Natural Environment sites to ensure populations remain healthy and in balance with their environment, to conserve biodiversity and protect carbon stocks. For example, deer culling and grey squirrel control. Humane despatch of injured wildlife may also be necessary. These activities often require the use of firearms.</p> <p>Event: Failure to maintain and/or follow robust plans and policies to undertake deer culling and other wildlife controls responsibly, to a sufficiently high standard, in compliance with legal requirements, and with due regard to health, safety and animal welfare.</p> <p>Effect: Injury to staff or members of the public due to non-compliant use of firearms, lone working etc; risk to human health; road traffic accidents; damage to property. Detrimental impact on stakeholder relationships; negative publicity; reputational risk.</p>	 <p>Lifehood</p> <p>Impact</p>	4	<p>Deer management is a key issue at Epping Forest - contractors successfully carried out a cull during winter 2023/24. This was managed carefully to ensure the work was undertaken responsibly and in accordance with local policies and legal requirements. There were no incidents or issues. We worked closely with the Media Team to manage communications.</p> <p>Plans for the 2024/25 season have been approved by Committee. The Wildlife Manager is now in post which has increased in-house capacity and expertise. Contractors have been appointed for the 2024/25 season and officers will lead and support this work.</p> <p>Other wildlife management actions and associated policies are in place across the division and are kept under regular review to manage the risk.</p>	 <p>Lifehood</p> <p>Impact</p>	2	31-Mar-2025	
				21 Sep 2024			Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE 012a Deer management	Deer management at Epping Forest	<p>Contractors successfully carried out a deer cull at Epping Forest during winter 2023/24.</p> <p>Plans for the 2024/25 season have been approved by Committee.</p>	Jacqueline Eggleston	21-Sep-2024	31-Mar-2025

Appendix 1

ENV-NE 012c Manage external communications	Work with the Media Team to manage communications.	Work closely with the Media Team to manage communications about deer management and other wildlife control.	Emily Brennan	21-Sep-2024	31-Mar-2025
ENV-NE 012d Maintain up to date policies	Review, update and communicate relevant policies.	Divisional and site-specific Firearms and other relevant policies (e.g. lone working) are reviewed and updated on a regular basis and are communicated to appropriate staff.	Emily Brennan	21-Sep-2024	31-Dec-2024