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| <b>Committee:</b><br>Epping Forest and Commons Committee   | <b>Dated:</b><br>23/01/2025  |
| <b>Subject:</b><br>Risk Management Update  | <b>Public report:</b><br>For Decision  |
| <b>This proposal:</b> <ul style="list-style-type: none"> <li>• <b>delivers Corporate Plan 2024-29 outcomes</b></li> <li>• <b>provides business enabling functions</b></li> </ul> | <ul style="list-style-type: none"> <li>• Flourishing Public Spaces</li> <li>• Vibrant Thriving Destination</li> <li>• Leading Sustainable Environment</li> </ul> |
| <b>Does this proposal require extra revenue and/or capital spending?</b>   | No   |
| <b>If so, how much?</b>  | N/A  |
| <b>What is the source of Funding?</b>  | N/A  |
| <b>Has this Funding Source been agreed with the Chamberlain's Department?</b>  | N/A  |
| <b>Report of:</b>  | Katie Stewart, Executive Director Environment  |
| <b>Report author:</b>  | Joanne Hill, Environment Department  |

### **Summary**

This report provides 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 four RED, nine 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 detailed risk register (Appendix 1) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. All risks are also listed below with their current score and notes summarising significant recent updates, where applicable.

- **ENV-NE-EF 017: Tree event or failure** (*RED, 24*)
- **ENV-NE-EF 018: Deterioration of Wanstead Park Reservoirs** (*RED, 24*)
- **ENV-NE-EF 006: Failure of raised reservoirs** (*RED, 16*)  
The score of this risk has been reduced from Red 24 (possible / extreme) to Red 16 (unlikely / extreme) as the programme of regular inspections of reservoirs and dams - weekly by staff and biannually by the Reservoir Engineer - are well established and reduce the likelihood of the risk occurring. Additional actions are being undertaken to reduce the likelihood further, but the impact will remain extreme. The target is now to reduce the risk to a score of Amber 8 (rare / extreme) by autumn 2026.
- **ENV-NE-EF 008: Negative impacts from pests and diseases** (*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*)
- **ENV-NE-EF 010: Negative impacts of development and encroachment** (*AMBER, 12*)
- **ENV-NE-EF 015: Impacts of anti-social behaviour on staff and site** (*AMBER, 12*)
- **ENV-NE-EF 016: Budget pressures** (*AMBER, 12*)
- **ENV-NE-EF 019: Decline in condition of heritage assets** (*AMBER, 12*)
- **ENV-NE-EF 020: Security of site, staff and the public** (*AMBER, 12*)
- **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 Commons Risks**

9. A separate risk register is held for each of the four Commons charities to enable effective site-specific management and assessment.

### **Ashtead Common**

10. The Ashtead Common Risk Register consists of one RED, four AMBER and one GREEN risk, owned and managed by the Assistant Director, Head Ranger and the local management team. Since last reported to your Committee, all risks have been reviewed and updated in the risk management information system.

11. The detailed risk register (Appendix 2) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. All risks are also listed

below with their current score and notes summarising significant recent updates, where applicable.

- **ENV-NE-AC 005: Negative impacts of pests and diseases** (*AMBER, 12*)
- **ENV-NE-AC 009: Decline in condition of assets** (*AMBER, 12*)  
The score of this risk has been reduced from Red 16 (likely / major) to Amber 12 (possible / major) to reflect completion of some long outstanding issues, including replacement of the byelaw boards. The aim is to reduce the risk to the target score of Amber 6 (possible / serious) once remaining necessary issues are addressed.
- **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**

12. The Burnham Beeches and Stoke Common Risk Register (Appendix 3) contains one RED and four AMBER risks, owned and managed by the Assistant Director, Head Ranger and the local management team. Since last reported to your Committee, all risks have been reviewed and updated in the risk management information system.
13. The detailed risk register (Appendix 3) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. All risks are also listed below with their current score and notes summarising significant recent updates, where applicable.
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-BBSC 002: Negative impacts of visitor pressure** (*RED, 16*)
  - **ENV-NE-BBSC 004: Negative impacts of development and encroachment** (*AMBER, 12*)
  - **ENV-NE-BBSC 005: Negative impacts of pests and diseases**  
This risk has been reduced from a score of Red 16 (likely / major) to the target score of Amber 12 (possible / major). Oak Processional Moth (OPM) is no longer subject to a Statutory Plant Health Notice and is, instead, managed according to local health and safety processes. Additionally, funding to address Ash Dieback at Burnham Beeches is in place. A revised target has now been set: to reduce the score to Amber 8 (unlikely / major) over the coming months, although this is dependent upon funding becoming available for all necessary works.
  - **ENV-NE-BBSC 006: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
  - **ENV-NE-BBSC 009: Decline in condition of assets** (*AMBER, 12*)

The score of this risk has reduced from Red 16 (likely / major) to Amber 12 (possible / major) to reflect improvements in reactive repairs work and planned preventative maintenance (PPM). Officers continue to work with colleagues in the City Surveyor's Department to progress other outstanding issues with the aim of reducing the risk to the target score of Amber 8 (unlikely / major).

- **ENV-NE-BBSC 008: Pollution** (*AMBER, 8*)
- **ENV-NE-BBSC 001: Budget pressures** (*To be closed*)  
This risk has now reduced to the lowest score and is considered suitable for removal from the register. The budget is effectively controlled and managed as a business as usual activity.

### **Coulsdon and Other Commons**

15. The Coulsdon and Other Commons Risk Register (Appendix 4) contains one RED and six AMBER risks, owned and managed by the Assistant Director, Head Ranger and the local management team. Since last reported to your Committee, all risks have been reviewed and updated in the risk management information system.
16. The detailed risk register (Appendix 4) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. The risks are also listed below with their current score. 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**

17. The West Wickham and Spring Park Risk Register (Appendix 5) contains one RED and five AMBER risks, owned and managed by the Assistant Director, Head Ranger and the local management team. Since last reported to your Committee, all risks have been reviewed and updated in the risk management information system.
18. The detailed risk register (Appendix 5) includes explanations of changes to risk scores, target dates, and progress of mitigating actions. The risks are also listed below with their current score. 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**

19. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
20. 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.
21. 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**

22. 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**

23. 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.
24. 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.
25. 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**

26. 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**

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