

## City of London Corporation Committee Report

<b>Committee(s):</b> Hampstead Heath, Highgate Wood and Queen's Park Committee	<b>Dated:</b> 20/05/2025
<b>Subject:</b> Risk Management Update Report	<b>Public report:</b> 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>	<b>Corporate Plan Outcomes:</b> Diverse engaged communities; Vibrant thriving destination; Providing excellent services; Flourishing public spaces; Leading sustainable environment <b>Business enabling functions:</b> Risk Management
<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 is presented to provide the Hampstead Heath, Highgate Wood and Queen's Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations.

Your Committee is responsible for two Registered Charities: Hampstead Heath (charity number 803392) and Highgate Wood and Queen's Park Kilburn (charity number 232986). 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. By following the processes defined in the Corporate Risk Management Framework, the management of these risks meets the requirements of the Charity Commission.

Each of the charities holds a risk register which is summarised in the main body of this report and provided in full at Appendix 1 or 2.

## **Recommendation**

### **Hampstead Heath, and Highgate Wood and Queen's Park risk management:**

Members are asked to confirm, on behalf of the City Corporation as trustee, that the registers appended to this report satisfactorily set out the key risks to each of the charities and that appropriate systems are in place to effectively 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. Your Committee receives a quarterly update on the risks faced by the two charities for which it is responsible. Detailed risk registers are presented every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception. This reporting frequency aligns with the City of London's Risk Management Strategy and exceeds the reporting requirements of the Charity Commission.
4. The Interim Executive Director Environment assures your Committee that all risks held by the Hampstead Heath charity and the Highgate Wood and Queen's Park charity continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Risks are regularly reviewed by the Assistant Director and his management team, 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 3.
6. The risk registers for Hampstead Heath and for Highgate Wood and Queen's Park are summarised in the main body of this report and the detailed registers are provided at Appendices 1 and 2. For each risk, officers are undertaking a range of actions to mitigate the effects.

## Current Position

7. Since the last report to your Committee, one new risk has been added to the register of each charity as follows:

**Work related stress** – Many members of staff are currently experiencing overwork due to insufficient staffing levels, and are working additional, unpaid, hours to meet service delivery demands. This is resulting in increased levels of workplace stress and anxiety. The current risk score has been assessed as Red 16 (likely to occur with a major impact).

Senior Management are actively working to address this risk and are undertaking a range of actions, including refining the business plan process to better prioritise workstreams; reviewing staff rotas; seeking funding for additional staff resource; and liaising with HR and Occupational Health to provide staff with appropriate support. It is hoped that these actions will initially reduce the risk score to Amber 12 (possible / major impact). Other actions will then be identified to reduce the score further.

8. For both charities, the other two highest risks remain the 'Decline in condition of assets' and 'Impacts of anti-social behaviour on staff and site', both of which are scored at Red 16 (likely to occur, with a major impact).
  - a. **Decline in condition of assets** – There are ongoing concerns about inadequate repair and maintenance of the charities' built assets. Officers are working closely with colleagues in the City Surveyor's Department to assess, allocate and prioritise funding to areas of most need. However, some priority works are underway or have recently been completed: these include important electrical works at Hampstead Heath, and toilet refurbishment works at Hampstead Heath and Queen's Park. Asset registers for built assets are also undergoing review. The completion of priority works, along with any alternative funding options identified through the Natural Environment Charity Review should help to reduce the risk.
  - b. **Impacts of anti-social behaviour on staff and site** – A departmental approach to tackle abuse of staff, including rapid reporting of incidents, is being developed. A local process has also been implemented to ensure recording of all incidents, and training on conflict management has been provided to front-line staff. Officers encourage responsible behaviour and put preventative measures in place where possible. Collaboration with the police and other enforcement agencies to minimise incidents is ongoing and supplemental security resource is engaged where necessary, this includes additional security staff for Hampstead Heath Lido over the upcoming peak summer season. It is hoped that the progression of these actions will enable the risk to be reduced in time.

## Hampstead Heath Risks

9. The Hampstead Heath Risk Register, summarised below and provided in full at Appendix 1, includes fourteen risks (three RED, ten AMBER, one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his Management Team.
10. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. One new risk has been added, as detailed in paragraph 7 above. None of the other risk scores have changed but many of the actions have progressed, and these are documented within the register.
- **ENV-NE-HH 007: Decline in condition of assets** (*RED, 16*)
  - **ENV-NE-HH 014: Impacts of anti-social behaviour on staff and site** (*RED, 16*)
  - **ENV-NE-HH 015: Work related stress** (*RED, 16*)
  - **ENV-NE-HH 001: Budget pressures** (*AMBER, 12*)
  - **ENV-NE-HH 004: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)
  - **ENV-NE-HH 002: Negative impacts of visitor pressure** (*AMBER, 8*)
  - **ENV-NE-HH 003: Outbreak of fire in woodland/heathland** (*AMBER, 8*)
  - **ENV-NE-HH 006: Risk to health and safety** (*AMBER, 8*)
  - **ENV-NE-HH 009: Water facilities - safety** (*AMBER, 8*)
  - **ENV-NE-HH 010: Deterioration of water bodies** (*AMBER, 8*)
  - **ENV-NE-HH 011: Recruitment of suitable staff** (*AMBER, 8*)
  - **ENV-NE-HH 013: Tree event or failure** (*AMBER, 8*)
  - **ENV-NE-HH 005: Negative impacts of pests and diseases** (*AMBER, 6*)
  - **ENV-NE-HH 008: Negative impacts of development and encroachment** (*GREEN, 4*)

#### **Highgate Wood and Queen's Park Risks**

11. The Highgate Wood and Queen's Park Risk Register, summarised below and provided in full at Appendix 2, contains twelve risks (three RED, eight AMBER, and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and his Management Team.
12. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. One new risk has been added, as detailed in paragraph 7 above. None of the other risk scores have changed but many of the actions have progressed, and these are documented within the register.
- **ENV-NE-HWQP 007: Decline in condition of assets** (*RED, 16*)
  - **ENV-NE-HWQP 012: Impacts of anti-social behaviour on staff and site** (*RED, 16*)
  - **ENV-NE-HWQP 013: Work related stress** (*RED, 16*)
  - **ENV-NE-HWQP 001: Budget pressures** (*AMBER, 12*)
  - **ENV-NE-HWQP 004: Adverse impacts of extreme weather and climate change** (*AMBER, 12*)

- **ENV-NE-HWQP 002: Negative impacts of visitor pressure** (*AMBER, 8*)
- **ENV-NE-HWQP 003: Outbreak of fire in woodland/heathland** (*AMBER, 8*)
- **ENV-NE-HWQP 006: Risk to health and safety** (*AMBER, 8*)
- **ENV-NE-HWQP 009: Recruitment of suitable staff** (*AMBER, 8*)
- **ENV-NE-HWQP 011: Tree event or failure** (*AMBER, 8*)
- **ENV-NE-HWQP 005: Negative impacts of pests and diseases** (*AMBER, 6*)
- **ENV-NE-HWQP 008: Negative impacts of development and encroachment** (*GREEN, 4*)

### **Risk Management Process**

13. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
14. 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.
15. 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**

16. 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**

17. 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.
18. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan 2024-2029, our Departmental and Divisional Business Plans, and relevant Corporate Strategies, such as the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies.

19. 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**

20. 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 – Hampstead Heath Risk Register
- Appendix 2 – Highgate Wood and Queen's Park Risk Register
- Appendix 3 – City of London Corporation Risk Matrix

### **Contact**

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