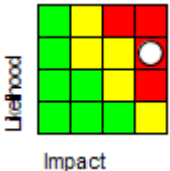
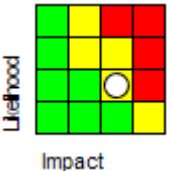


# Epping Forest Risk Register

Generated on: 08 May 2025



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 |
|---|---|---|-----------|---|---|----------|---------------------------|-------------|
| <b>ENV-NE-EF 017 Tree event or failure</b><br><br>20-Apr-2023<br>Jacqueline Eggleston | <b>Cause:</b> 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.<br><b>Event:</b> More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf.<br><b>Effect:</b> Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage. |  | <b>24</b> | 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.<br><br>Annual tree surveys have been reviewed and reprioritised and a scheme of works specified to address them. This will resolve the backlog of works by early 2016, using existing resources. Once the backlog is cleared, the risk score will be reassessed and reduced further if appropriate.<br><br><b>08 May 2025</b> |  | <b>8</b> | 31-Mar-2026               |             |
|   |   |   |           |   |   |          | Reduce                    |             |

| Action no, Title, | Action description                      | Latest Note   |  |  | Action owner | Latest Note Date | Due Date    |
|-------------------|---|---|--|--|--------------|------------------|-------------|
| ENV-NE-EF         | Carry out tree safety survey and works. | Annual tree surveys have been reviewed and reprioritised and a scheme of works specified to address |  |  | Jacqueline   | 08-May-          | 31-Mar-2026 |

## Appendix 1

|   |  |   |                      |             |             |
|---|--|---|----------------------|-------------|-------------|
| 017a Tree safety works                    |  | <p>them.</p> <p>This is an ongoing action which will be kept under close and regular review.</p>  | Eggleston            | 2025        |             |
| ENV-NE-EF<br>017b Severe Weather Protocol | Continue to enforce the Severe Weather Protocol as appropriate and keep it under regular review. | <p>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.</p> <p>The Protocol has been reviewed and some minor changes have been made.</p> <p>This is an ongoing action which will be kept under regular review. The 'Due Date' shown is the date of the next review.</p> | Jacqueline Eggleston | 08-May-2025 | 31-Jul-2025 |

## Appendix 1

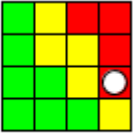
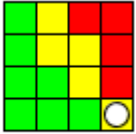
| Risk no, Title, Creation date, Owner                       | Risk Description (Cause, Event, Impact)  | Current Risk Rating & Score                        |    | Risk Update and date of update  | Target Risk Rating & Score                         |   | Target Date/Risk Approach | Flight path |
|--|--|--|----|---|--|---|---------------------------|-------------|
| ENV-NE-EF 018<br>Deterioration of Wanstead Park Reservoirs | <p><b>Cause:</b> Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p><b>Event:</b> Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p><b>Effect:</b></p> <ul style="list-style-type: none"> <li>• Potential for loss of life or injury to staff/residents.</li> <li>• Legal action by the Environment Agency.</li> <li>• Low level flooding of the park and surrounding residential/commercial areas.</li> <li>• Damage to a listed landscape.</li> <li>• Requirement for significant immediate CoL funds to repair damage.</li> <li>• Civil claims/financial loss claims made from residents/ businesses.</li> <li>• Adverse effect on the reputation of the City Corporation (local/national media interest).</li> <li>• Park closed for several weeks.</li> </ul> | <div> <div>Lifehood</div> <div>Impact</div> </div> | 24 | <p>An engineering study completed in 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 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. This has been delayed due to funding issues which have now been resolved. An application for winter abstraction has been submitted to the Environment Agency (EA) and they have now issued the case to an EA Officer for consideration.</p> <p>A new officer group has been created to coordinate the projects within the park; including issues related to water levels.</p> <p>A new Wanstead Park Project Officer has</p> | <div> <div>Lifehood</div> <div>Impact</div> </div> | 8 | 30-Nov-2026               |             |

## Appendix 1

|                              |  |  |  |   |  |  |        |  |
|------------------------------|--|--|--|---|--|--|--------|--|
| 09-Dec-2019<br>Emily Brennan |  |  |  | <p>been appointed and is now in place. They are beginning stakeholder engagement. This role will support the progression of this project and the refresh of the Wanstead Parkland Plan.</p> <p>In October 2021, a weekly inspection of the Perch Pond dam revealed a leak in the vicinity of the outflow structure. This has been resolved and the source identified, in consultation with the supervising Panel Engineer.</p> <p>The target date for reducing the risk score has been extended to November 2026.</p> <p><b>09 May 2025</b></p> |  |  | Reduce |  |
|------------------------------|--|--|--|---|--|--|--------|--|

| Action no, Title,                         | Action description   | Latest Note  | Action owner | Latest Note Date | Due Date    |
|---|--|--|--------------|------------------|-------------|
| ENV-NE 007d<br>Environment Agency Actions | 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 Autumn 2025.</p> <p>The 10-yearly Section 10 inspection is due to be undertaken by the Inspection Panel Engineer in March 2026.</p> <p>Gateway 4 approval has now been received.</p> | Tim Munday   | 09-May-2025      | 30-Nov-2026 |
| ENV-NE 007h<br>Gateway 5 report           | 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 has been delayed to align with other works in the park. Exercise is now expected to take place in Summer 2025. The due date of the action has been set accordingly.   | Tim Munday   | 09-May-2025      | 19-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-EF<br>006 Failure of raised reservoirs | <p><b>Cause:</b> 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><b>Event:</b> Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse.</p> <p><b>Effect:</b> 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> |  <p>Likelihood</p> <p>Impact</p> | 16 | <p>A suitable 'design-and-build' contractor is being sought to carry out the works on Baldwins Pond, but it is unlikely that works will commence before summer 2026 (although funding is in place). Despite the delayed start, inspections by the Reservoir Engineer ("Panel" Engineer) have shown no evidence that the leakage of the dam (nor risks associated with this) has changed in recent years.</p> <p>The ongoing weekly inspections of all reservoirs/dams by staff, and the six-monthly inspections by the Reservoir Engineer ("Panel" Engineer) reduce the likelihood of the risk occurring. Therefore, at the end of 2024, the current score was reduced from 24 (possible/extreme) to 16 (unlikely/extreme).</p> <p>While it will be possible to further reduce the likelihood of the risk occurring as works are completed, the impact would remain extreme should the risk occur. Therefore, the target is to reduce the overall score to 8 (rare/extreme).</p> |  <p>Likelihood</p> <p>Impact</p> | 8 | 31-Oct-2026               |             |
| 19-Aug-2015<br>Jacqueline Eggleston           |   |   |    | 08 May 2025  |   |   | Reduce                    |             |

| Action no,<br>Title,    | Action description                                      | Latest Note   | Action<br>owner | Latest Note<br>Date | Due Date    |
|-------------------------|---|---|-----------------|---------------------|-------------|
| ENV-NE-EF<br>006a Panel | Statutory inspection visits by engineer - 6<br>monthly. | Twice yearly inspections completed on schedule as agreed with the Panel Engineer. The most recent inspection was carried out in May 2025; the next is due in November 2025. | Laura<br>Lawson | 08-May-<br>2025     | 30-Nov-2025 |

## Appendix 1

| Engineer inspections                           |  |   |                      |             |             |
|--|--|---|----------------------|-------------|-------------|
| ENV-NE-EF 006c Internal inspection regime      | Weekly inspection of reservoirs/dam.   | Digital Blue Books are completed at agreed intervals. Formal recording has moved to an online process.<br><br>This is an ongoing action which is reviewed quarterly - the Due Date shown is the date of the next review.  | Laura Lawson         | 08-May-2025 | 31-Jul-2025 |
| ENV-NE-EF 006e Baldwins Pond                   | Undertake scoping evaluations for Baldwins Pond.   | A Design-Build contractor is being sought. Works are now unlikely to commence until summer 2026.  | Jacqueline Eggleston | 08-May-2025 | 31-Oct-2026 |
| ENV-NE-EF 006f Rookery Wood, Tudor Square Pond | Maintenance of Rookery Wood, Tudor Square Pond.<br>Conservation management of Copped Hall. | The remedial works on the culverts within the Rookery Wood Reservoir will be undergoing a feasibility assessment, and a report will be presented to the Epping Forest and Commons Committee. Work is to be partially funded through the Cyclical Works Programme and funding for the remaining costs is still to be identified.<br><br>The aim is to complete the remedial works to the culverts in 2027 and this action will be kept under regular review - the due date shown is the date of the next review. | Jacqueline Eggleston | 08-May-2025 | 31-Jul-2025 |



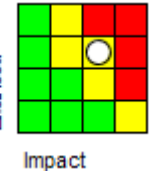
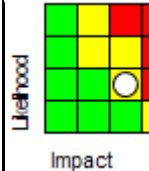
## Appendix 1

|           |  |  |  |  |  |  |  |
|-----------|--|--|--|--|--|--|--|
| Eggleston |  |  |  |  |  |  |  |
|-----------|--|--|--|--|--|--|--|

| Action no, Title,                               | Action description  | Latest Note  | Action owner  | Latest Note Date | Due Date    |
|---|---|--|---------------|------------------|-------------|
| ENV-NE-EF 008c INNS, Pests and Pathogens Policy | Develop a Natural Environment Divisional approach to INNS, pests and pathogens.                     | <p>Monitoring for pests and diseases is part of our ongoing processes. Each and any new disease is dealt with according to the appropriate lead body, e.g. APHA.</p> <p>Officers are working with colleagues in the Environment Department's Environmental Resilience Team and across the other open spaces to develop a division-wide approach to INNS, pests and pathogens.</p> <p>The development of an INNS policy for Epping Forest is an objective in the new five-year Business Plan.</p> <p>This action will be kept under regular review - the due date shown is the date of the next review.</p> | Tanith Cook   | 08-May-2025      | 31-Jul-2025 |
| ENV-NE-EF 008l Bovine Tuberculosis              | Actions in response to notification of a nearby Bovine Tuberculosis breakdown (loss of OFT status). | <p>The herd was tested as clear and we are now out of special measures. Further testing was carried out in December 2024, again with clear results. We are now out of special measures and into our four-year testing cycle.</p> <p><b>This action will now be closed.</b></p>   | John Phillips | 08-May-2025      | 31-Jul-2025 |
| ENV-NE-EF 008m Harmful Algal Blooms (HABs)      | HABs monitoring and awareness raising.  | <p>A reactive process for HABs is in place. Visual inspections increase over the summer months. Positive testing for HABs by the Environment Agency will lead to health warning signage and social media messaging.</p> <p>This action is kept under review - the due date shown is the date of the next review.</p>   | Laura Lawson  | 08-May-2025      | 31-Jul-2025 |



## Appendix 1

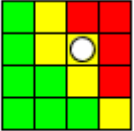
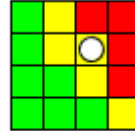
| Risk no, Title,<br>Creation date,<br>Owner                                      | Risk Description (Cause, Event, Impact)   | Current Risk Rating & Score   |    | Risk Update and date of update   | Target Risk Rating & Score  |   | Target<br>Date/Risk<br>Approach | Flight path |
|---|---|---|----|--|---|---|---------------------------------|-------------|
| ENV-NE-EF<br><b>004 Decline in condition of built assets and infrastructure</b> | <p><b>Causes:</b> Insufficient maintenance resource; limited ability to influence how resources are allocated.</p> <p><b>Event:</b> Failure to meet statutory regulations and checks. Assets deteriorate to unusable/unsafe condition.</p> <p><b>Effect:</b> Poor condition of assets; loss of value; cost of repair; inability to fulfil potential of assets, including financial potential.</p> <p>Reputational risk (including media coverage, stakeholder group escalations and Consultative Group complaints).</p> |  | 12 | <p>This risk addresses non-heritage assets and infrastructure only and the score has been set on that basis. Risk ENV-NE-EF 019 addresses the decline in condition of heritage assets.</p> <p>Recent approval of maintenance backlog funding is welcome and work is underway, in partnership with the City Surveyor's Department (CSD), to prioritise those works or to reallocate funding or resource to other projects within the charity, particularly those that are on the Heritage at Risk register, or have the potential to generate income.</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 to ways of working with CSD and other corporate departments.</p> |  | 8 | 31-Mar-2026                     |             |
| 19-Aug-2015<br>Jacqueline Eggleston   |   |   |    | 08 May 2025  |   |   | Reduce                          |             |

| Action no,<br>Title,        | Action description  | Latest Note   | Action<br>owner         | Latest Note<br>Date | Due Date    |
|-----------------------------|---|---|-------------------------|---------------------|-------------|
| ENV-NE-EF<br>004d Statutory | Schedule of statutory checks and visits held and carried out by City Surveyor's | Statutory audits and checks are now up to date for lodges and buildings, however, this is subject to recommendations for changes to future agreements with CSD. | Jacqueline<br>Eggleston | 08-May-<br>2025     | 31-Jul-2025 |

## Appendix 1

|   |   |  |                      |             |             |
|---|---|--|----------------------|-------------|-------------|
| compliance of buildings and infrastructure      | Department (CSD) or delegated to site.  | Concern remains on key infrastructure such as bridges and culverts. This may be addressed through recommendations for a full Service Level Agreement between the Natural Environment Division and CSD.   |                      |             |             |
| ENV-NE-EF 004e Annual building inspections      | Joint inspection of all buildings including residential by site and City Surveyor's Department (CSD) to capture maintenance needs. Required annually. | Annual tenant/occupier surveys should be reinstated by CSD, with a recommendation that they are carried out by a competent third party and that findings should feed into future maintenance plans and prioritisation.   | Jacqueline Eggleston | 08-May-2025 | 31-Jul-2025 |
| ENV-NE-EF 004g Upkeep of operational facilities | Put actions and processes in place which ensure the upkeep and development of the Forest.   | Car parks continue to be in declining condition with surfacing and maintenance being provided through local risk. Provision for car park surfacing was contained within the CWP but has recently been withdrawn. Works on car park surfacing are currently being undertaken and funded from local budgets and resources.                     | Jacqueline Eggleston | 08-May-2025 | 31-Jul-2025 |
| ENV-NE-EF 004j Maintain the path network        | Monitor the path network annually and carry out necessary maintenance.  | <p>The path network will be monitored annually and a maintenance programme prepared to address issues raised.</p> <p>A programme of work to spend the £250k RASC (Resource Allocation Sub (Policy and Resources) Committee) funding for environmental damage to paths caused by high levels of use by visitors is now being established.</p> | Jacqueline Eggleston | 08-May-2025 | 31-Jul-2025 |

## Appendix 1

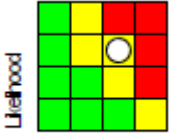
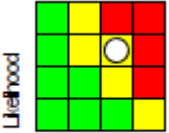
| Risk no, Title, Creation date, Owner                              | Risk Description (Cause, Event, Impact)   | Current Risk Rating & Score   |    | Risk Update and date of update  | Target Risk Rating & Score  |    | Target Date/Risk Approach | Flight path |
|---|---|---|----|---|---|----|---------------------------|-------------|
| ENV-NE-EF<br>010 Negative impacts of development and encroachment | <p><b>Cause:</b> Lack of suitable protections in Epping Forest Acts; Planning Authorities obligations to meet housing targets; failure to monitor and challenge housing and other development plans; lack of resources to employ specialist support or carry out necessary monitoring/research.</p> <p><b>Event:</b> Large housing, transport infrastructure or other developments on land affecting Epping Forest.</p> <p><b>Effect:</b> Change in character to the context and setting of Forest Land; potential increase in visitor numbers and recreational pressure; increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity; further increases in traffic volumes on local road network.</p> |  <p>Likelihood</p> <p>Impact</p> | 12 | <p>Income from the Strategic Access Management Measures (SAMMs) is now being received and recruitment to a SAMMs post is ongoing.</p> <p>Additional Forest Keepers have been recruited which will enable instances of encroachment to be noticed sooner, and then be addressed.</p> <p>Air quality monitoring is in place.</p> <p>In relation to planning applications on the edge of the Forest, we monitor these and will comment when a risk to the Forest is identified.</p> <p>Officers will monitor developments as part of the Local Government reorganisation (Devolution Bill) to assess how they may impact Epping Forest.</p> <p>We accept that we cannot reduce the risk score any further at present, but the ongoing actions will maintain the risk at its current level. The target date shown is the date of the next review.</p> |  <p>Likelihood</p> <p>Impact</p> | 12 | 31-Jul-2025               |             |
| 19-Aug-2015<br>Jacqueline Eggleston                               |   |   |    | 08 May 2025   |   |    | Accept                    |             |

| Action no,<br>Title, | Action description                  | Latest Note   | Action owner | Latest Note Date | Due Date    |
|----------------------|-------------------------------------|---|--------------|------------------|-------------|
| ENV-NE-EF            | Epping Forest DC Local Plan: Attend | We have commented on inadequacies on the South Epping Masterplan, and we are also providing | Tristan      | 08-May-          | 31-Jul-2025 |

## Appendix 1

|   |  |  |                         |                 |             |
|---|--|--|-------------------------|-----------------|-------------|
| 010a Local authorities/Cou<br>nties Local<br>Plans and Core<br>Strategies | 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.<br>LB Waltham Forest Core Strategy and other LA actions plans: Respond to any further consultation. | comment on the revision of the National Planning Policy Framework (NPPF) in relation to green belt.  | Vetta                   | 2025            |             |
| ENV-NE-EF<br>010c Forest<br>Transport<br>Strategy                         | 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.<br><br>Work is continuing on the Forest Transport Strategy. Currently, focus is on the A104 Safety Plan. Due to delays on the A104 Scheme, partner officers have not been able to progress this to the planned schedule and consultation on the draft strategy is now due in Winter 2025. | Jacqueline<br>Eggleston | 08-May-<br>2025 | 31-Dec-2025 |

## Appendix 1

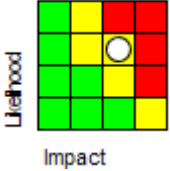
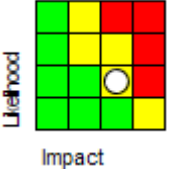
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|--|---|---|----|---|---|----|---------------------------|-------------|
| <b>ENV-NE-EF 015 Impacts of anti-social behaviour on staff and site</b><br><br><br><br><br><br><br><br><br><br>19-Aug-2015<br><br>Jacqueline Eggleston | <b>Cause:</b> Anti-social, irresponsible or unsafe behaviour, including irresponsible dog owners, rough sleepers, unlicensed activity.<br><b>Event:</b> Crime; user conflict; trespass; fly-tipping; hazardous litter; dog fouling; dog attacks; abandoned/burnt out vehicles; traveller incursions; illegal motorbike use.<br><b>Effect:</b> Negative PR; injury to visitors; risk to wellbeing and safety of members of staff; damage to Forest land; insurance claims; illegal occupancy of Forest land; increase in costs of managing public behaviour. | <br>Impact | 12 | We work in partnership with a range of Police and Anti-Social Behaviour managers to manage this risk.<br><br>A range of targeted sessions, such as volunteer litter picks take place.,<br><br>There is a continued need to monitor anti-social behaviour and address new issues as they arise. Increased Keeper and Enforcement resources are now in place to keep the risk under control and keep it at the current level.<br><br>The target date shown is the date of the next risk review.<br><br><b>08 May 2025</b> | <br>Impact | 12 | 31-Jul-2025               |             |
|  |   |   |    |   |   |    | Accept                    |             |

| Action no, Title,                                | Action description  | Latest Note   |  | Action owner | Latest Note Date | Due Date    |
|--|---|---|--|--------------|------------------|-------------|
| ENV-NE-EF 015f Develop and improve joint working | 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<br>Ongoing action | We work in partnership with a range of Police and ASB managers to address this risk. This is ongoing and improving, for example, a recent joint training session on dealing with fly-tipping was held with local authorities and the Police.<br><br>We have, and continue to, undertake targeted ASB and fly-tip operations in conjunction with neighbouring Local Boroughs, the Police, Safer Neighbourhood Teams, local Councillors, and a representative from the Local MP's office.<br><br>This is an ongoing action - the due date shown is the date of the next review. |  | Laura Lawson | 08-May-2025      | 31-Jul-2025 |
| ENV-NE-EF 015i Address                           | Take appropriate action to address cases of anti-social, irresponsible and unsafe public  | Officers continue to monitor rough sleeping, fly-tipping, anti-social behaviour and conflict between forest users. Officers work with appropriate local authorities and agencies to deal with individual  |  | Laura Lawson | 08-May-2025      | 31-Jul-2025 |

Appendix 1

|                                    |            |  |  |  |  |
|------------------------------------|------------|--|--|--|--|
| problematic<br>public<br>behaviour | behaviour. | cases.<br><br>This is an ongoing action - the due date shown is the date of the next review. |  |  |  |
|------------------------------------|------------|--|--|--|--|

## 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 |
|--|--|---|----|---|---|---|---------------------------|-------------|
| <b>ENV-NE-EF 016 Budget pressures</b><br><br>18-May-2016<br>Jacqueline Eggleston | <p><b>Cause:</b> Prices continues to rise 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><b>Event:</b> 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><b>Effect:</b> 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>The risk for the current financial year is low due to vacant posts. The risk will be reviewed once the outcome of the Natural Environment Charity Review is known. The target date is the end of 2025 to reflect this.</p> <p><b>08 May 2025</b></p> |  | 8 | 31-Dec-2025<br><br>Reduce |             |

| Action no, Title,                                 | Action description   | Latest Note   |  |  | Action owner         | Latest Note Date | Due Date    |
|---|--|---|--|--|----------------------|------------------|-------------|
| ENV-NE-EF 016e Next round of savings to be agreed | 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 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> |  |  | Jacqueline Eggleston | 08-May-2025      | 31-Dec-2025 |

## Appendix 1

| Risk no, Title,<br>Creation date,<br>Owner                      | Risk Description (Cause, Event, Impact)  | Current Risk Rating & Score  |           | Risk Update and date of update   | Target Risk Rating & Score   |          | Target<br>Date/Risk<br>Approach | Flight path |
|---|--|--|-----------|--|--|----------|---------------------------------|-------------|
| ENV-NE-EF<br><b>019 Decline in condition of heritage assets</b> | <p><b>Cause:</b> Insufficient maintenance resource; damaging activity by visitors.</p> <p><b>Event:</b> Heritage assets deteriorate to unusable, unsafe condition with loss of registered heritage features.</p> <p><b>Effect:</b> Reputational risk including adverse media coverage and complaints; loss of noted heritage features; increasing cost of repair; fines from statutory bodies.</p> | <div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold;">Likelihood</div> </div> <div style="display: flex; align-items: center;"> <div style="width: 20px;"></div> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold;">Impact</div> </div> | <b>12</b> | <p>Action plans are in place to address each of the assets/asset groups. Funding is the major barrier: we are working to identify funding sources.</p> <p>The Grade II* registered Park and Garden, Wanstead Park, remains at risk with Historic England (it has been on the Heritage at Risk register since 2009, listed as declining condition). However, a programme board is now in place overseeing multiple projects to address different aspects. Although funding is now in place to progress the Wanstead Park Temple to removal from the Heritage at Risk Register, this alone is not sufficient to reduce the overall risk score.</p> <p>A Wanstead Park Project Officer is now in place.</p> | <div style="display: flex; align-items: center;"> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold;">Likelihood</div> </div> <div style="display: flex; align-items: center;"> <div style="width: 20px;"></div> <div style="writing-mode: vertical-rl; transform: rotate(180deg); font-weight: bold;">Impact</div> </div> | <b>8</b> | 31-Dec-2025                     |             |
| 19-Aug-2024<br>Jacqueline Eggleston                             |  |  |           | <b>08 May 2025</b>   |  |          | Reduce                          |             |

| Action no, Title,                                  | Action description   | Latest Note   | Action owner         | Latest Note Date | Due Date    |
|--|--|---|----------------------|------------------|-------------|
| ENV-NE-EF 019a Protect Scheduled Ancient Monuments | Maintain the condition of the scheduled ancient monuments (SAMs).<br>Improve the current state of knowledge of the extent of the monuments.<br>Protect the monuments from erosion due to visitor activities. | Conservation Management Plans are in place 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 SAM at Purlieu Bank (2 sections) is subject to ongoing review.<br><br>Loughton Camp, Ambresbury Bank and Purlieu Bank have Countryside Stewardship Scheme (CSS) funding for land management practices which will restore the sites.<br><br>A Conservation Management Plan is complete for The Temple at Wanstead Park. | Jacqueline Eggleston | 08-May-2025      | 31-Dec-2025 |



## Appendix 1

|  |  |   |                      |             |             |
|--|--|---|----------------------|-------------|-------------|
|  |  | <p>Specific plans are being prepared to alter public use of SAMs to prevent erosion. Signage and patrols are in place. Use of dead hedging and physical measures are being considered.</p> <p>We undertook a LiDAR of all SAMs during winter 2022/23, while trees were not in leaf. Results have been transferred to GIS and will be the subject of a 2-3 year analysis which will prioritise the SAMS and inform future protection measures.</p> |                      |             |             |
| ENV-NE-EF<br>019b Wanstead Parkland          | Identify potential funding / partners and submit bid. Funders may include HLF. | Work to refresh the Wanstead Parkland Plan is ongoing and project works will be subject to identification of funding.   | Jacqueline Eggleston | 08-May-2025 | 31-Jul-2025 |
| ENV-NE-EF<br>019c Wanstead Park - The Grotto | Wanstead Park - The Grotto   | A Restoration and Maintenance Plan has now been completed which will remove The Grotto from the Heritage at Risk Register. The Planning Application was approved and City Surveyor's Department is going out to tender for the works. The project is due to commence in summer 2025 and the 'Due date' of this action has been extended accordingly.  | Jacqueline Eggleston | 08-May-2025 | 31-Dec-2025 |
| ENV-NE-EF<br>019d Warren House               | Warren House   | Warren House is a Grade II* listed building in declining condition. There is a high risk that it will be added to the Heritage at Risk register. Fully costed plans for financially sustainable use have been completed, however, clarification over land type through the Natural Environment Charity Review is necessary as a first step to identify available funding and maintain the building as an asset of the charity.                    | Jo Hurst             | 08-May-2025 | 31-Dec-2025 |

## Appendix 1

| Risk no, Title,<br>Creation date,<br>Owner                              | Risk Description (Cause, Event, Impact)   | Current Risk Rating & Score |           | Risk Update and date of update   | Target Risk Rating & Score |          | Target<br>Date/Risk<br>Approach | Flight path |
|---|---|-----------------------------|-----------|--|----------------------------|----------|---------------------------------|-------------|
| <b>ENV-NE-EF<br/>020 Security<br/>of site, staff<br/>and the public</b> | <p><b>Cause:</b> Potential terrorist attacks and the requirement to be prepared for, and protected against, such attacks in compliance with the new Martyn's Law legislation (Protect Duty). Working compounds on the site may not be properly secured at all times.</p> <p><b>Event:</b> Act of terrorism at Epping Forest. Unauthorised access to unsecured areas of the site.</p> <p><b>Effect:</b> Harm to members of the public and staff. Theft of, or damage to, property. Financial cost of replacement, repairs or insurance claims.</p> | <br>Likelihood<br>Impact    | <b>12</b> | <p>The threat of an act of terrorism at Epping Forest is recognised. The new Martyn’s Law (Protect Duty) will require certain venues to fulfil necessary but proportionate steps to ensure they are better prepared and ready to respond in the event of a terrorist attack. Prior to the enactment of this legislation, we will review staff training to ensure that our staff are prepared to respond to such an attack should it become necessary – keeping themselves and members of the public safe.</p> <p>Security of working compounds is also being reviewed with plans for improvements being identified for implementation when resource has been identified. This will mitigate the risk of unauthorised access.</p> | <br>Likelihood<br>Impact   | <b>8</b> | 31-Dec-2025                     |             |
|   |   |                             |           |  |                            |          | Reduce                          |             |
| 19-Aug-2024   |   |                             |           |  |                            |          |                                 |             |
| Jacqueline Eggleston  |   |                             |           |  |                            |          |                                 |             |

| Action no, Title,                            | Action description                        | Latest Note  | Action owner         | Latest Note Date | Due Date    |
|--|---|--|----------------------|------------------|-------------|
| ENV-NE-EF 020a Training                      | Provide training for staff.               | A review will be undertaken of training in place for staff who may need to deal with terrorist attacks or other dangerous incidents, with reference to the requirements of the Martyn's Law (Protect Duty) prior to its enactment. Local actions will be put in place to keep staff and the public safe.         | Jacqueline Eggleston | 08-May-2025      | 31-Dec-2025 |
| ENV-NE-EF 020b Security of working compounds | Ensure security of all working compounds. | Compounds across the site such as the Warren Yard; Great Gregories Yard; and Aldersbrook, may not be properly secured at all times, enabling unauthorised access.<br><br>Plans for improvements to Warren Yard and other compounds have been drawn up and will be implemented when resource has been identified. | Jacqueline Eggleston | 08-May-2025      | 31-Dec-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-EF<br>003 Risk for health and safety<br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><br><b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## Appendix 1

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|----------------------|--|--|--|--|--|--|--|
| Jacqueline Eggleston |  |  |  |  |  |  |  |
|----------------------|--|--|--|--|--|--|--|

| Action no, Title,  | Action description  | Latest Note  | Action owner         | Latest Note Date | Due Date    |
|--|---|--|----------------------|------------------|-------------|
| ENV-NE-EF 003c Training programme                            | Staff roles linked to essential and desirable training needs. Continual and annual review.  | A health and safety training (operational) system is in place and established. Expiring training is known in advance and scheduled. A training matrix link to induction for new starters is in place. This is an ongoing action - the 'Due Date' shown is the date of the next review.   | Jacqueline Eggleston | 08-May-2025      | 31-Jul-2025 |
| ENV-NE-EF 003e Hierarchy responsibilities and communications | 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. The Emergency Plan has recently been reviewed. Health and safety communications have also been reviewed to ensure they are effective and timely.<br><br>This is an ongoing action, the Due Date shown is the date of the next review. | Jacqueline Eggleston | 08-May-2025      | 31-Jul-2025 |
| ENV-NE-EF 003f Annual licensee checks                        | H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans  | Statutory checks of licensees take place as necessary. This is an ongoing action - the Due Date shown is the date of the next review.  | Tristan Vetta        | 08-May-2025      | 31-Jul-2025 |
| ENV-NE-EF 003i Site based risk assessments                   | Carry out a programme of site-based risk assessments across the Forest.   | A programme of site-based risk assessments is commencing to create detailed Risk Assessments across the Forest in terms of visitor safety. We expect this will take at least two years to complete.  | Laura Lawson         | 08-May-2025      | 31-Mar-2027 |

## Appendix 1

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| Action no,<br>Title,                                 | Action description                              | Latest Note   | Action owner         | Latest Note Date | Due Date    |
|--|---|---|----------------------|------------------|-------------|
| ENV-NE-EF 005d Strategy to address visitor pressure. | Develop a strategy to address visitor pressure. | A strategy to address the impact of visitor pressure is being developed under the SAMMS agreement (see also risk 'ENV-NE-EF 010 Negative impacts of development and encroachment'). | Jacqueline Eggleston | 08-May-2025      | 31-Dec-2025 |

## Appendix 1

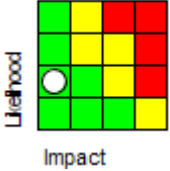
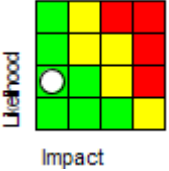

| Risk no, Title, Creation date, Owner                               | Risk Description (Cause, Event, Impact)  | Current Risk Rating & Score                       |   | Risk Update and date of update  | Target Risk Rating & Score                        |   | Target Date/Risk Approach | Flight path |
|--|--|---|---|---|---|---|---------------------------|-------------|
| ENV-NE-EF009 Adverse impacts of extreme weather and climate change | <p><b>Cause:</b> Severe gale and storm events; prolonged precipitation/increased precipitation events; restricted precipitation increasing fire severity.</p> <p><b>Event:</b> Severe weather events including periods of drought; flooding; gales; and increased fire severity.</p> <p><b>Effect:</b> Risk of injury or death to staff, visitors, contractors and/or volunteers; loss of habitat/public access and intensification of visitor pressure on other areas of Forest; damage/loss of rare/fragile habitats and species; incidents increase demand for staff resources to respond to maintain public and site safety; temporary site closures; increased costs for reactive management.</p> | <div><div>Likelihood</div><div>Impact</div></div> | 8 | <p>Incident management plan has been reviewed. London Fire Brigade (LFB) has trialled new equipment and a new agreement has been signed with them. Joint training exercises have been taking place and we have been meeting with the London Borough of Waltham Forest's Resilience Team as part of our partnership with LBWP and LFB.</p> <p>There are annual site visits with Essex Fire and Rescue Service and Thames Water to confirm infrastructure is satisfactory. In London, two additional sites are having wildfire response plans prepared. A new Wildfire Management Strategy is being developed as part of the Carbon Removals Strategy.</p> <p>Members of staff have attended Vegetation Fire Foundation and Wildfire Management Plan training courses. An additional Fire Fogger is being purchased through the Carbon Removals Project and relevant staff will be attending training on use of this equipment, at the end of May.</p> <p>The current risk score remains at Amber 8 (likely; serious) due to dry summers increasing the risk of wildfires. We have implemented mitigating actions to maintain the risk at its current level but are unable to reduce it any further for the foreseeable future. The target date shown is the date of the next review.</p> | <div><div>Likelihood</div><div>Impact</div></div> | 8 | 31-Jul-2025               |             |
|  |  |   |   | 08 May 2025   |   |   | Accept                    |             |
| 19-Aug-2015  |  |   |   |   |   |   |                           |             |

## Appendix 1

|                      |  |  |  |  |  |  |  |
|----------------------|--|--|--|--|--|--|--|
| Jacqueline Eggleston |  |  |  |  |  |  |  |
|----------------------|--|--|--|--|--|--|--|

| Action no, Title,                        | Action description   | Latest Note  | Action owner         | Latest Note Date | Due Date    |
|--|--|--|----------------------|------------------|-------------|
| ENV-NE-EF 009h Reduce the impact of fire | Reduce the impact of grass and heathland fires.            | Specific wildfire response plans have been prepared for two sites. A new Wildfire Management Strategy is being developed as part of the Carbon Removals Project. This includes the establishment of a Wildfire Working Group across the City's open spaces and funding for new equipment.<br><br>This is an ongoing action - the 'due date' is a date of review.               | Jacqueline Eggleston | 08-May-2025      | 31-Jul-2025 |
| ENV-NE-EF 009i Fire access zones         | Maintain fire access zones.                                | We have increased the frequency of cutting fire access zones to three times per year. Drought limits grass growth but growth recommences quickly when wetter conditions develop.<br><br>Fire experience during Summer 2024 showed that these fire access zones have been an effective barrier.<br><br>This is an ongoing action - the 'due date' is a date for further review. | Jacqueline Eggleston | 08-May-2025      | 31-Jul-2025 |
| ENV-NE-EF 009j Awareness campaigns       | Undertake fire prevention awareness campaigns and actions. | During the high risk season, high-impact signage is displayed at key locations reminding visitors not to light fires or barbecues etc. Proactive social media campaigns are also undertaken to deliver these messages. In addition, officer patrols are increased at high risk areas and times.  | Laura Lawson         | 08-May-2025      | 31-Jul-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   |
|--|--|---|---|--|---|---|---------------------------|---|
| <b>ENV-NE-EF 013</b><br><b>Recruitment of suitable staff and workforce planning</b><br><br>19-Aug-2015<br>Jacqueline Eggleston | <b>Cause:</b> Previous reliance on memory-based rather than documentary records; retirements amongst ageing workforce; challenge to recruit to some roles due to competitive marketplace.<br><b>Event:</b> Loss of undocumented knowledge and skills.<br><b>Effect:</b> Extra training needs; challenges with recruitment to some posts. |  | 2 | Recruitment is on track. New systems of working and recording are being implemented to ensure institutional documentation of decisions and procedures for future reference and retention of knowledge.<br><br>Staff are encouraged to participate in departmental talent management programmes and other appropriate learning and development opportunities that arise. A new management training package is commencing; relevant staff will be encouraged to take part.<br><br>We do not consider that we can reduce the risk further but will continue to monitor the situation and take appropriate action to maintain it as the current level. The target date shown is the date of the next review.<br><br><b>08 May 2025</b> |  | 2 | 31-Jul-2025               |  |
|  |  |   |   |  |   |   | Accept                    |   |

| Action no, Title,                          | Action description  | Latest Note   | Action owner  | Latest Note Date | Due Date    |
|--|---|---|---------------|------------------|-------------|
| ENV-NE-EF 013a Key role assessment actions | 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. | A package of management training courses has been delivered in both Leadership and Project Management. CPD is contained within individual Performance Development objectives. Relevant training is offered to staff as appropriate. | Emily Brennan | 08-May-2025      | 31-Jul-2025 |



## Appendix 1

|  |  |  |                                     |             |             |
|--|--|--|-------------------------------------|-------------|-------------|
| ENV-NE-EF<br>013b Increase<br>process<br>documentation | <p>Increase documentation of memory based knowledge.</p> <p>Ensure that information needed for emergency situations and out of hours is written down forming part of a pack.</p> <p>Move collected data onto the GIS system.</p> | <p>CiviCRM solution has been delivered and has now been implemented throughout the Epping Forest teams.</p> <p>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.</p> <p>A Divisional update of policy and procedure is in progress. New systems are being introduced to ensure procedures and decisions are recorded for reference by relevant officers. This will prevent the loss of undocumented knowledge/information when staff members leave.</p> | Angela<br>Cater;<br>Laura<br>Lawson | 08-May-2025 | 31-Jul-2025 |
|--|--|--|-------------------------------------|-------------|-------------|