

ENV NE - Highgate Wood and Queens Park Risk Register

Report Type: Risks Report

Report Author: Joanne Hill

Generated on: 19 September 2025



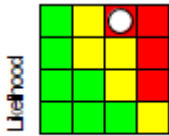
Rows are sorted by Risk Score

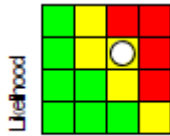
Risk Level Description Service

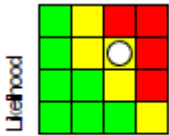
Risk Code	ENV-NE-HWQP 007	Risk Title	<i>Decline in condition of assets</i>
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Description	<p>Cause: Inadequate proactive and reactive maintenance related to insufficient budget for maintenance, repairs and Cyclical Works Programme, and limited capital works programme. Delays in works being carried out once faults are reported. Lack of staff resources at Queen's Park. Lack of clarity (cross-departmentally) around roles and responsibilities for facilities maintenance.</p> <p>Event: Operational and public buildings further decline, becoming unusable and/or unsafe.</p> <p>Effect: Serious injury to a member of the public or member of staff. Service capability disrupted/operational impact. Continuation of decline in condition of assets. Ineffective use of staff resources. Damage to corporate reputation. Increased costs for reactive maintenance. Overrun of additional works programme.</p>
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Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	10-Aug-2015

Latest Note	<p>Chief Officers in occupation are typically accountable for asset condition within their functional area. They are responsible for commissioning required work, and ensuring an appropriate funding route is identified. This action is often delivered upon the professional advice of the City Surveyor's Department (CSD). Once a work package is commissioned, it is the responsibility of CSD to deliver those works as agreed and funded within the given cost/timeline/specifications.</p> <p>Documents outlining responsibilities by asset and task are under review, in particular the Division of Responsibilities between CSD and the Environment Department, and the Corporate Controller of Premises Policy.</p> <p>The Assistant Director Charity Development is taking forward recommendations for changes to ways of working with CSD and other corporate departments. In particular, Service Level Agreements.</p> <p>The Natural Environment Charity Review is considering alternative funding options to enable charities to have greater influence over management and investment in their assets.</p> <p>Surveys of condition of high priority lodges have been undertaken and have informed further agreements and working with CSD to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential.</p>	19-Sep-2025
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	<p>Work is underway with CSD and other corporate departments to assess, allocate and prioritise backlog funding to areas of most need. Recent progress includes:</p> <ul style="list-style-type: none"> • Toilet refurbishment works at Queen's Park and investigatory works are underway to address issues with the toilets by the cafe. • The Queen's Park paddling pool gained Committee approval for conversion to a splash pad. The conversion will make the facility more cost effective and need less staff resource and maintenance. Work is underway to raise the necessary funds. • The Education Centre at Highgate Wood is in a very poor state - CSD is aware of this. <p>Additional projects will be completed through delivery of the 5-year Cyclical Works Programme (CWP). Officers will continue to monitor risk levels as the CWP is delivered and new issues are identified. The risk remains high. The target date has been set to the end of 2026 and we will reassess it at that time, but we do not expect the overall risk for the charity to reduce before the 5-year CWP is complete.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 007b Liaison with City Surveyor's Department	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects.	<p>The Assistant Property Facilities Manager (APFM) is in regular contact with Natural Environment Division stakeholders. Officers are continuing to work with CSD to resolve service delivery issues.</p> <p>We are establishing regular project</p>	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025

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		<p>prioritisation meetings with the CWP (Cyclical Works Programme) Team for project oversight.</p> <p>This is an ongoing action and is kept under review.</p>			
ENV-NE-HWQP 007e Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department to capture maintenance needs.	<p>Annual inspections of built assets were undertaken in conjunction with the City Surveyor's Department (CSD) and are now contingent upon there being sufficient capacity and resource. There is currently insufficient resource within the local team to complete all inspections but officers continue to liaise with colleagues in CSD to progress this.</p> <p>This is an ongoing action and is kept under review.</p>	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HWQP 007f Asset review	Asset management review.	The Natural Environment Charity Review (NECR) has compiled a comprehensive list of all assets and determined ownership. Consultants have been appointed to carry out an independent review of complementary land assets – their report is due at the end of 2025 and will be presented to Committees in Q1 2026.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Mar-2026
ENV-NE-HWQP 007h Delivery of works	City Surveyor's Department to deliver works as agreed and funded either by CWP funds and/or directly by the Environment Department.	The CSD's Operations Group delivers work packages as agreed with the Environment Department, within agreed allocated funds, timelines and specifications. This is delivered either via the Cyclical Works Programme (CWP), capital and/or local risk budget.	19-Sep-2025	Peter Collinson	31-Dec-2025

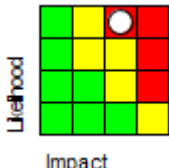
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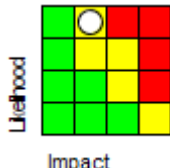
		Regular liaison meetings are held between Environment and CSD to manage the delivery programme, and to ensure any risks / issues / conflicts / etc are escalated and understood by all parties.			
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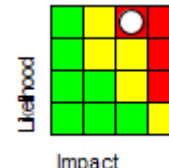
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Risk Code	ENV-NE-HWQP 012	Risk Title	<i>Impacts of anti-social behaviour on staff and site</i>
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Description	<p>Cause: Anti-social behaviour of members of the public.</p> <p>Event: Anti-social, irresponsible or unsafe behaviour, and abuse of staff, particularly during extremely busy periods.</p> <p>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.</p>
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Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	15-Apr-2024

Latest Note	<p>A departmental 'Unreasonable Behaviour Protocol' has been developed to tackle abuse of staff, including rapid reporting of incidents. A local process has also been implemented to ensure recording of all incidents and appropriate action is taken as necessary.</p> <p>Relevant training on conflict management has been provided to North London Open Spaces front-line staff.</p> <p>Locally, 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. Officers will continue to hire in supplemental security resource where necessary.</p> <p>We are recruiting four additional Constables which will increase the security presence. The target date for this risk</p>	19-Sep-2025
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	has been extended to the end of 2026 to allow for the impact of the additional staff to be assessed.	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 012a Policy on abusive incidents	Develop Departmental 'Abuse of Staff Policy'.	<p>An Environment Department reporting system is in place to enable rapid reporting of instances where staff experience abusive or unacceptable behaviour from members of the public. A Departmental 'Unacceptable Behaviour Protocol' has also been introduced.</p> <p>Locally, all instances of such behaviour are recorded and appropriate action taken. The North London Open Spaces team is also making HR colleagues aware of the practical day-to-day challenges of managing open spaces.</p> <p>The 'due date' for this action is the date when it will next be reviewed.</p>	19-Sep-2025	Bill LoSasso	31-Dec-2025
ENV-NE-HWQP 012c Enforcement partnerships	Build enforcement partnerships.	<p>This is ongoing with relevant local agencies and partners.</p> <p>A contract with an external security provider has now been agreed for the provision of supplemental security resource as required.</p>	19-Sep-2025	Bill LoSasso	31-Dec-2025

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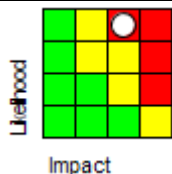
ENV-NE-HWQP 012d Visitor education	Educate visitors to use the sites responsibly.	<p>The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate.</p> <p>This is an ongoing action - the due date is the date of the next scheduled review.</p>	19-Sep-2025	Bill LoSasso	31-Dec-2025
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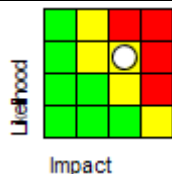
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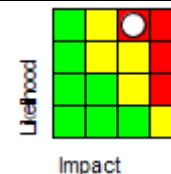
Risk Code	ENV-NE-HWQP 013
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Risk Title	<i>Work related stress</i>
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Description	<p>Cause: Insufficient staffing numbers available to meet existing workloads as a consequence of significant cuts to NLOS staffing during the Target Operating Model (TOM2) process and other reductions.</p> <p>Event: Staff are overworked, lone working, critical services are not delivered, procedures are not updated or followed.</p> <p>Effect: Higher staff absence; increased staff turnover; reduced staff wellbeing and mental and physical health; inability to deliver service; reputational damage due to decreased service delivery; increased risk of accident and injury to staff or public.</p>
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Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	30-Apr-2025

Latest Note	<p>Some members of staff are 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 is assessed as Red 16 (likely to occur with a major impact) to reflect this.</p> <p>Senior Management are working to address this situation as identified in the actions below.</p> <p>We aim to reduce the risk score to the initial target of Amber 12 (possible/major) by the end of 2026. We will then reassess the situation to see whether additional resources have been effective in reducing the risk, and we will consider other actions which may enable the score to reduce.</p>	19-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 013a Business Planning	Improve prioritisation of tasks through the new Five-Year Charity Business Plan.	The business planning process for the charity is being refined and implemented to better prioritise workstreams and reduce overwork where possible. This will be reviewed and improved annually.	19-Sep-2025	Bill LoSasso	31-Mar-2026
ENV-NE-HWQP 013b Staff rotas	Review staff rotas	Staff rotas will be reviewed during 2025 to modernise work schedules and quantify/document staffing gaps where possible.	19-Sep-2025	Bill LoSasso	31-Dec-2025
ENV-NE-HWQP 013c Income generation	Identify additional funding to increase staff resource.	A Head of Development and Partnerships has been appointed to support income generation and fundraising. We hope that the work of this officer will identify funding for additional staff resources. The due date of this action is set for December 2026 to enable time for the impact of the post holder's work to start to be realised.	19-Sep-2025	Bill LoSasso	31-Dec-2026
ENV-NE-HWQP 013d Natural Environment Charity Review	Seek options through the Natural Environment Charity Review.	Senior Managers will advocate, via the Natural Environment Charity Review (NECR), for restoration of funding, which was cut during the Target Operating Model (TOM2) process and elsewhere.	19-Sep-2025	Bill LoSasso	31-Mar-2026
ENV-NE-	Liaise with HR and Occupational	Senior Managers will continue to liaise with	19-Sep-2025	Bill LoSasso	31-Dec-2025

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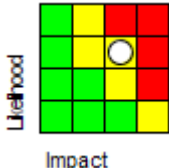
HWQP 013e Provide support for staff	Health	<p>HR and the Occupational Health service as appropriate to ensure support is provided for staff. Stress Risk Assessments will be considered where appropriate.</p> <p>This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.</p>			
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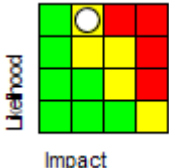
Risk Code	ENV-NE-HWQP 001
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Risk Title	<i>Budget pressures</i>
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Description	<p>Cause: Reduced budgets; running costs of the sites exceed income generation; expanding demand on services; aging assets requiring investment.</p> <p>Event: Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets.</p> <p>Effect:</p> <p>Failure to deliver statutory duties. Failure to meet strategic objectives. Decline in range, and quality, of services. Closure of facilities. Decline of the built environment. Reputational damage to the City of London.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Dec-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	29-Jan-2019

Latest Note	<p>The new operational structure devotes staff resource to develop income generation - we have appointed a Head of Development and Partnerships to support income generation and fundraising.</p> <p>The date by which we aim to reduce this risk to the target score has been extended to December 2026 to allow time for the results of the new post holder's work to begin to be realised.</p>	19-Sep-2025
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	<p>A local fundraising campaign has been launched to raise funds to bridge the funding gap for the splash pad at Queen's Park. An application for the HS2 Community and Environment Fund is being prepared.</p> <p>Reducing budget pressures is strongly linked to the amount of the annual grant provided to the charity under the grant funding model under the Natural Environment Charity Review. The Highgate Wood and Queen's Park charity will transition to a grant funding model from 2026/27 (moving from the current deficit funding model).</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	<p>Regular review and forecasting of the budget position is undertaken with the Chamberlain's Department.</p> <p>The new Head of Development and Partnerships will focus on developing income generation opportunities.</p>	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Mar-2026
ENV-NE-HWQP 001b Appoint Head of Development and Partnerships	Appoint Head of Development and Partnerships	This action will now be closed as the new Head of Development and Partnerships has been appointed and is now in post.	19-Sep-2025	Bill LoSasso	31-Mar-2026
ENV-NE-HWQP 001c	Consider reduction of service provision if necessary.	From the present until the end of the next fiscal year, officer will assess the need to	19-Sep-2025	Bill LoSasso	31-Mar-2027

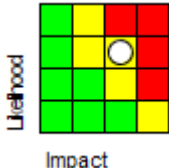
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Service reductions		review and consider reduction of service provision.			
ENV-NE-HWQP 001d Cost recovery	Ensure cost recovery for services where appropriate.	Ensure cost recovery for services provided where appropriate. This is an ongoing action and will be kept under regular review.	19-Sep-2025	Bill LoSasso	31-Dec-2026
ENV-NE-HWQP 001e Income generation	Head of Development and Partnerships to focus on income generation.	The new post of Head of Development and Partnerships has now been appointed to. The post holder will focus on income generation and fundraising.	19-Sep-2025	Bill LoSasso	31 Mar 2026

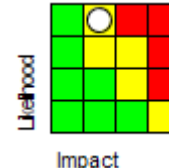
Risk Code	ENV-NE-HWQP 004
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Risk Title	<i>Adverse impacts of extreme weather and climate change</i>
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Description	<p>Cause: Climate change: more frequent and severe storms, wind, rainfall, snow or drought.</p> <p>Event: More frequent and severe storm damage, flooding, and fires.</p> <p>Effect:</p> <p>Injury or death to staff, visitors, contractors and volunteers.</p> <p>Damage to flora and fauna.</p> <p>Damage to property (City of London owned property and that of neighbours and service users).</p> <p>Disruptions to service delivery.</p> <p>Temporary site/area closures.</p> <p>Increased demand for staff resources to respond to incidents and maintain site safety.</p> <p>Increased costs for reactive management and insurance claims.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	10-Aug-2015

Latest Note	<p>The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events. The target date has been extended to the end of March to enable time for mitigating actions to be completed.</p> <p>Highgate Wood is particularly vulnerable to climate change as it is ancient woodland.</p>	19-Sep-2025
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	<p>Extreme weather events continue to be managed. The Extreme Weather Protocol will be reviewed by the end of March 2026.</p> <ul style="list-style-type: none"> • MET office Storm Centre warnings are monitored. • MET Office Flood Alerts and Warning are monitored. This includes monitoring for potential flash flooding caused by summer sudden convection storms and heavy rain falling on dry ground. Action is taken to manage pond levels. In a major storm with very high levels of rainfall there would still be flooding downstream, but the risk of dam failure has been reduced significantly as a result of the 2015 Ponds Project. • The MET Office Fire Severity Index is monitored. <p>Officers will seek more accurate weather warning and monitoring sources over the coming months.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jonathan Meares; Charlotte Williams

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 004a Review Met Office information	Monitor MET Office weather warnings.	<p>MET Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor.</p> <p>Officers will be seeking more accurate sources of weather warnings and monitoring over the coming months.</p>	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Mar-2026
ENV-NE-HWQP 004b Review of site	Review site plans annually or, if appropriate, following an incident.	An Emergency Action Plan is in place. It is reviewed regularly by the District Surveyor's Engineering Team and/or after an emergency	19-Sep-2025	Jonathan Meares; Charlotte	31-Dec-2025

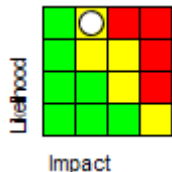
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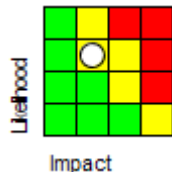
emergency plans	Reviews are usually conducted in September and agreed later in the year.	incident. The 2024 review was completed. This is an ongoing action. The due date shown is the date of the next review.		Williams	
ENV-NE-HWQP 004c Extreme Weather Protocol	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol will be reviewed along with the Environment Department's Tree Safety Policy in the coming months.	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Mar-2026

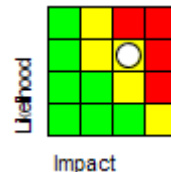
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Risk Code	ENV-NE-HWQP 002	Risk Title	<i>Negative impacts of visitor pressure</i>
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Description	<p>Cause: An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes which are not designed for such high visitor numbers.</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>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Mar-2027

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	01-Dec-2020

Latest Note	<p>The current risk remains at the same level.</p> <p>Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme. The most ecologically sensitive areas are fenced off to prevent access - this is funded through the Climate Action Strategy (CAS), along with aeration and compaction monitoring work.</p> <p>Achievement of target score is contingent upon funding and support for restoration works. The target date to reduce the risk has been extended to the current end date of the CAS Carbon Removals and Resilience Project.</p>	19-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> • Additional monitoring and ecological assessments required. • Surveys to monitor visitor numbers and evaluate environmental impacts on the Heath. • Messaging via social media asking visitors to use the site responsibly. • Regular Ranger and Constabulary activity. • Programmed restoration work is ongoing. • Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage. • Carrying out educational and messaging campaigns to encourage the public to use the site responsibly. • Very severely affected areas are temporarily fenced off to enable recovery. <p>We expect this to be a long-term mitigation exercise: the action 'due date' is the date of the next review.</p>	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Mar-2027
ENV-NE-HWQP 002b Seek	Seek funding for restoration works.	Officers continue to seek funding for future restoration works, particularly through the Climate Action Strategy (CAS).	19-Sep-2025	Jonathan Meares	31-Mar-2027

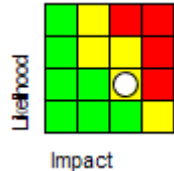
additional funding					
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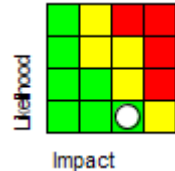
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Risk Code	ENV-NE-HWQP 006
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Risk Title	<i>Risk to health and safety</i>
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Description	<p>Cause: The operation of a large public green spaces, such as Highgate Wood and Queen's Park, 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>Financial penalty as a result of insurance claims, or non-compliance with health and safety legislation.</p> <p>Reputational damage.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Target Date	31-Mar-2026

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	10-Aug-2015

Latest Note	<p>The current risk score remains unchanged, but we aim to reduce it the over coming months by further increasing proactive Health and Safety (H&S) management, including audits, inspections, communications and staffing.</p> <p>Officers continue to proactively address H&S issues and work closely with the departmental and corporate H&S teams.</p> <p>The new Corporate Safe365 Health and Safety system is now being used across the North London Open Spaces. H&S Workshops for staff were recently held at Parliament Hill and Heathfield House to discuss health and safety; raise awareness of the importance of H&S compliance; and to ensure that staff are fully aware of their</p>	19-Sep-2025
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	responsibilities.	
	The target date has been extended to reflect the timeline of the mitigating actions.	

Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Jonathan Meares; Charlotte Williams

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 006a Health and safety site audits	Continue to undertake regular health and safety audits.	<p>Fire Risk Assessments and water safety audits are undertaken by an external consultant.</p> <p>A full review of Safe Systems of Work (SSoW) has been, and continues to be, undertaken by CoL staff.</p> <p>A North London Open Spaces fleet audit has been undertaken by the CoL's Transport Policy Team - the result was largely positive, and the few resulting recommendations are being addressed. A re-audit will take place to reassess and check progress.</p> <p>This is an ongoing action which is reviewed regularly: the due date is the date the action will next be reviewed.</p>	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HWQP 006b	Relevant officers to participate in Departmental Health and Safety	The Head of Operations and Parks chairs regular North London Open Spaces health	19-Sep-2025	Jonathan Meares;	31-Dec-2025

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Health and Safety meetings	Improvement Group meetings. Hold regular Divisional and Sub-Divisional Health and Safety meetings. Keep staff informed, consulted and updated on health and safety matters.	and safety meetings; and represents NLOS at Divisional and Departmental H&S meetings. This is an ongoing action: the 'Due Date' is the date of the next review.		Charlotte Williams	
ENV-NE-HWQP 006c Health and safety culture	Continue to develop a culture of proactively reporting accidents, incidents and near misses.	Officers continue to report accidents and near misses. Accidents are subject to investigation and reviewed by the site supervisor and the Departmental Health and Safety Improvement Group. A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised for staff. H&S Workshops were recently held for staff to discuss H&S; raise awareness of the importance of H&S compliance; and to ensure that staff are fully aware of their responsibilities. This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HWQP 006d Playground inspections	Annual RoSPA inspections of all playgrounds.	Annual RoSPA inspections of all playgrounds are carried out; the next ones are scheduled for October 2025 Training has been provided to relevant staff to enable them to carry out monthly inspections	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025

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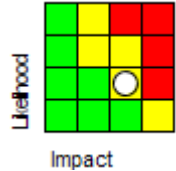
		<p>of playgrounds. A Playground Working Group has been established, and meets quarterly, to discuss ongoing maintenance of playgrounds.</p> <p>A best practice guide for the design, creation, installation and maintenance of playgrounds has been developed.</p>			
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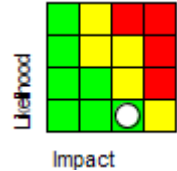
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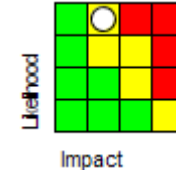
Risk Code	ENV-NE-HWQP 009
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Risk Title	<i>Recruitment and retention of suitable staff</i>
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Description	<p>Cause: Difficulties in recruiting and retaining suitable individuals. Reduced affordability of living in or near London.</p> <p>Event: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces.</p> <p>Effect:</p> <p>Inability to maintain Highgate Wood and Queen's Park to an acceptable standard.</p> <p>Increased number of complaints regarding the services.</p> <p>Decline of natural and built environment.</p> <p>Decline in quality of assets.</p> <p>Closure of facilities.</p> <p>Pressure on existing staff to cover vacancies and absences</p> <p>Reputational damage to the Corporation.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Rare	Major
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	13-Aug-2022

Latest Note	<p>The current risk score remains as Amber 8. The new organisational structure has been confirmed and recruitment is underway. We have made good progress; this has required a considerable amount of investment in recruitment advertising. The risk will reduce as vacancies are filled with suitably qualified candidates - the target date has been set to the end of the year accordingly.</p>	19-Sep-2025
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Appendix 1

	Succession planning will be considered as part of future recruitment, ensuring adequate handover periods.	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Bill LoSasso; Jonathan Meares; Charlotte Williams

Associated Actions

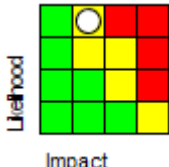
Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 009b Recruit to vacant posts	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is progressing well. It is hoped that the remaining vacancies will be filled by the end of 2025.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025
ENV-NE-HWQP 009c Embed new structure	Embed new operational structure.	Support and training is being provided to existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities. This is an ongoing action. The due date shown is the date the action will next be reviewed.	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025

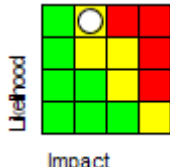
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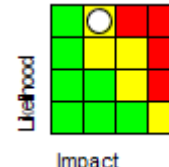
Risk Code	ENV-NE-HWQP 011
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Risk Title	<i>Tree event or failure</i>
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Description	<p>Cause: Large numbers of older, more vulnerable trees, especially at Highgate Wood which is an ancient woodland. These trees require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage; increased expense for the City of London.</p>
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Current Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
8	Likely	Serious
Amber	Creation Date	01-Feb-2023

Latest Note	<p>Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly.</p> <p>The Extreme Weather Protocol contains criteria for closing Highgate Wood and Queen's Park in extreme weather conditions. Because the site is ancient woodland (400+ years old) within which there is a high percentage of old trees, the threshold for closure in extreme weather is lower than at Hampstead Heath. The Protocol will be reviewed by the end of March 2026.</p>	19-Sep-2025
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	An annual review by external consultants of the North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward. Due to the increase in instances of tree failures, associated with ongoing climate change, we accept that we are unable to reduce this risk further than the current score of Amber 8 ('Likely/Serious'). The risk is kept under ongoing review and actions taken to maintain it at the current level, ensuring the safety of staff and site users.	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jonathan Meares

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 011a Tree management systems	Continue to comply with established tree management systems.	<p>A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away. The North London Open Spaces' (NLOS) Tree Team works across all NLOS sites.</p> <p>A tree failure database is maintained to record significant tree failures at Highgate Wood and Queen's Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.</p> <p>Expert staff are resident at the site and are, therefore, able to monitor tree condition on a</p>	19-Sep-2025	David Humphries; Jonathan Meares	31-Dec-2025

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		continuous basis.			
ENV-NE-HWQP 011b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HWQP 004: Climate and Weather)	An Extreme Weather Protocol is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol will be reviewed by the end of March 2026.	19-Sep-2025	David Humphries; Jonathan Meares	31-Mar-2026
ENV-NE-HWQP 011c Annual tree management audit	Annual tree management audit carried out by external consultant	An annual review by external consultants of North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward.	19-Sep-2025	David Humphries; Jonathan Meares	31-Dec-2025
ENV-NE-HWQP 011d Tree Safety Policy	Review Divisional Tree Safety Policy	<p>The Natural Environment Division Tree Safety Policy sets out the requirements and processes that must be in place at all sites for proactive tree inspection programmes, based upon prioritisation criteria, and reactive inspections following incidents such as severe weather events. The Policy is based upon guidance issued by the National Tree Safety Group (NTSG) and has proven effective when tested following previous incidents.</p> <p>The Natural Environment Division's Tree Safety Group will review the Policy to check that it is being implemented fully across the Division and will amend the content as necessary to reflect any changes.</p> <p>The NTSG has now released revised guidance - the CoL was actively involved in</p>	19-Sep-2025	David Humphries; Jonathan Meares	31-Mar-2026

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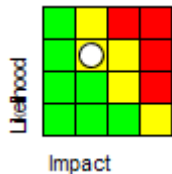
		the NTSG review and contributed to this new guidance. The Divisional Group will further review the Divisional Tree Safety Policy to ensure it aligns with the National Guidance.			
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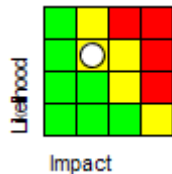
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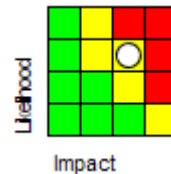
Risk Code	ENV-NE-HWQP 003
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Risk Title	<i>Outbreak of fire in woodland / heathland</i>
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Description	<p>Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires, arson</p> <p>Event: Large-scale fire / increased frequency of fires.</p> <p>Effect: Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Decreasing

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	10-Aug-2015

Latest Note	<p>Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase.</p> <p>Members of staff have attended Vegetation Fire Foundation and Wildfire Management Plan training courses. A Fire Fogger has been purchased through the Carbon Removals Project and relevant staff have been trained on use of this equipment.</p> <p>A range of preventative actions are being undertaken. There were no significant fire events over the summer, and</p>	19-Sep-2025
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	<p>this along with the acquisition of, and training on, the additional equipment, has led to the risk being reduced to the target score of Amber 6 (possible / serious). The risk is now accepted at the new score as we cannot reduce it further, but actions will continue to be taken to maintain it at that level.</p> <p>The target date shown is the date of the next risk review.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Bill LoSasso; Jonathan Meares; Charlotte Williams

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 003a Improve Fire Awareness	<p>Staff are made aware of extreme weather events and 'Trigger Events.'</p> <p>Managers and Supervisors receive weather warnings and this information is shared with staff.</p>	<p>This is an ongoing action. Fire Safety Plans cover wildfire/heath fires; they are reviewed annually and will be reviewed again before summer 2026.</p> <p>Funding secured by the Carbon Removals project team has enabled members of staff to receive training on Vegetation Fire Foundation and Wildfire Management Plans. A Fire Fogger has been purchased through the Carbon Removals Project and relevant staff have been trained on the use of this equipment.</p> <p>We remain in regular contact with the London Fire Brigade and arrange site visits when needed to obtain advice on fire prevention.</p>	19-Sep-2025	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Dec-2025

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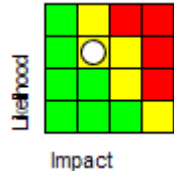
		The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.			
ENV-NE-HWQP Signage and messaging	Public information via signage and social media messaging.	<p>Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.</p> <p>This is an ongoing action - the due date shown is the date of the next review.</p>	19-Sep-2025	Jonathan Meares; Charlotte Williams	31-Dec-2025


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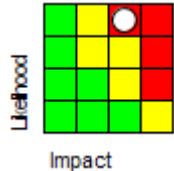
Risk Code	ENV-NE-HWQP 005
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Risk Title	<i>Negative impacts of pests and diseases</i>
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Description	<p>Cause: Inadequate biosecurity; purchase of infected trees, plants or animals; spread of windblown OPM (oak processionary moth) from adjacent sites; climate change.</p> <p>Event: Tree disease including Massaria, Ash dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.</p> <p>Effect: Service capability disrupted, public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM.</p>
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Current Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	10-Aug-2015

Latest Note	<p>Environmental factors, specifically drought and hotter summers increase vulnerability of trees to pests and diseases. As these factors are beyond our control, we accept that we are unable to reduce this risk, but we will continue to keep the situation under review and take action to maintain the current score. The target date shown is the date the risk will next be reviewed.</p> <p>The threat of OPM across the North London Division is reducing. We now use almost entirely nature-based solutions to manage OPM.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p>	19-Sep-2025
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Appendix 1

	<p>The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylella fastidiosa</i>.</p> <p>Sooty Bark Disease is becoming more common, due to warmer, drier summers.</p> <p>Staff continue to be vigilant and inspect for these and all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).</p> <p>Staff monitor reports of dead or injured birds across Highgate Wood and Queen's Park. Where appropriate, birds are tested for Avian Influenza.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Jonathan Meares

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 005a Tree and Plant Procurement	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action - the due date shown is the date the action will next be reviewed.	19-Sep-2025	Jonathan Meares	31-Dec-2025
ENV-NE-HWQP 005b OPM monitoring	Identification and treatment against Oak Processionary Moth.	The threat of OPM across the North London Division is reducing. We are now using almost entirely nature-based solutions for OPM management.	19-Sep-2025	Jonathan Meares	31-Dec-2025

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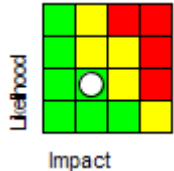
		<p>Staff remain vigilant for all tree pests and diseases.</p> <p>This is an ongoing action - the due date shown is the date the action will next be reviewed.</p>			
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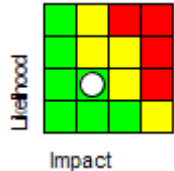
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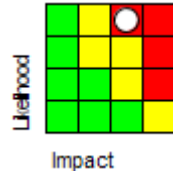
Risk Code	ENV-NE-HWQP 008
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Risk Title	<i>Negative impacts of development and encroachment</i>
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Description	<p>Cause: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities.</p> <p>Event: New houses, buildings or other developments on land affecting the sites.</p> <p>Effect: 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. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.</p>
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Current Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Trend	Constant

Target Risk		
Risk Score	Likelihood	Impact
4	Unlikely	Serious
Green	Target Date	31-Dec-2025

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	23-Jun-2016

Latest Note	<p>The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time. The target date shown is the date of the next review.</p> <p>We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Highgate Wood and Queen's Park and the wider Division.</p>	19-Sep-2025
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Risk Level	Service
Department	Environment

Risk Approach	Accept
Risk Owner	Bill LoSasso; Jonathan Meares

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE-HWQP 008a Local Authority relationships	Maintain a close partnership with Planning Authorities. Assistant Director and Officers in contact with neighbouring local authorities in regard to planning issues which may impact the sites. Work collaboratively with local community and civic societies.	This is an ongoing action; the Division makes representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-2025
ENV-NE-HWQP 008b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	This is an ongoing action; we respond to planning issues as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-2025
ENV-NE-HWQP 008c Planning applications	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	This is an ongoing action; relevant planning applications are monitored and responded to as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-2025

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ENV-NE-HWQP 008d Engage planning consultant	Liaise with planning consultant.	Officers will contract with a planning consultant to support continued monitoring of development proposals surrounding Highgate Wood and Queen's Park.	19-Sep-2025	Bill LoSasso; Jonathan Meares	31-Dec-2025
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