

Natural Environment - Cross-divisional Risks Report (Summary)

Report Type: Risks Report
Generated on: 09 January 2026



Rows are sorted by Risk Score

Risks marked ‘*’ are reported in detail, by exception on the following pages of this Appendix.

Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
ENV-NE 003	Decline in condition of assets*	Likely	Major	16	Red	06-Jan-2026	12	31-Mar-2027	Decreasing	Reduce
ENV-NE 015	Impacts of anti-social behaviour on staff and sites	Likely	Major	16	Red	06-Jan-2026	16	31-Mar-2026	Constant	Accept
ENV-NE 016	Tree Maintenance	Likely	Major	16	Red	06-Jan-2026	16	31-Mar-2026	Constant	Accept
ENV-NE 017	Budget pressures and 'business as usual' resourcing *	Likely	Major	16	Red	06-Jan-2026	12	31-Mar-2028	New risk	Reduce
ENV-NE 018	Readiness for Natural Environment Charities Review (NECR) implementation *	Likely	Major	16	Red	06-Jan-2026	12	31-Mar-2028	New risk	Reduce

Natural Environment Cross-divisional Risks

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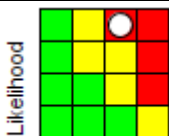
Code	Title	Likelihood	Impact	Current Risk Score	Rating	Date Reviewed	Target Risk Score	Target Date	Trend since last review	Risk Approach
ENV-NE 001	Risks to health and safety *	Possible	Major	12	Amber	06-Jan-2026	8	31-Mar-2027	Increasing	Reduce
ENV-NE 002	Adverse impacts of extreme weather and climate change	Possible	Major	12	Amber	06-Jan-2026	12	31-Mar-2026	Constant	Accept
ENV-NE 005	Negative impacts of development and encroachment	Possible	Major	12	Amber	06-Jan-2026	12	31-Mar-2026	Constant	Accept
ENV-NE 004	Negative impacts from pests and diseases	Likely	Serious	8	Amber	06-Jan-2026	8	31-Mar-2026	Constant	Accept
ENV-NE 013	Negative impacts of visitor pressure	Likely	Serious	8	Amber	06-Jan-2026	6	31-Mar-2026	Constant	Reduce
ENV-NE 011	Recruitment of suitable staff	Unlikely	Serious	4	Green	06-Jan-2026	4	31-Mar-2026	Constant	Reduce
ENV-NE 012	Negative impacts of carrying out wildlife management	Rare	Serious	2	Green	06-Jan-2026	2	31-Mar-2026	Constant	Accept

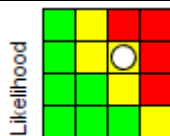
Natural Environment Cross-Divisional risks reported in detail, by exception

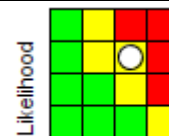
Risk with reduced score

Risk Code	ENV-NE 003	Risk Title	<i>Decline in condition of assets</i>
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Description	<p>Cause: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues; failure to retain expertise necessary to maintain complex buildings / sites. Reduced CWP budget and limited capital programme.</p> <p>Event: Fail to meet statutory regulations and checks. Operational, residential or public buildings deteriorate to unusable/unsafe condition.</p> <p>Effect: Potential serious health and safety risks including fatality or serious injury to users. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation and poor customer satisfaction; increased requirement and costs for reactive maintenance and lack of budget to replace. Delays will have operational impact. Poor condition of assets, loss of value, permanent closure.</p>
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Current Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Trend	Decreasing

Target Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Target Date	31-Mar-2027

Original Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Creation Date	25-May-2022

Latest Note	This score of this risk has been reduced from Red 32 (Likely/Extreme) to Red 16 (Likely/Major): a large amount of work has been carried out, and is being planned, as part of the Cyclical Works Programme (CWP) backlog funding, which has helped to reduce the impact rating of the risk. Officers continue to work with the City Surveyor's	06-Jan-2026
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	<p>Department (CSD) as part of the Natural Environment Charities Review (NECR) to reduce the risk further and clarify accountably and responsibility for building maintenance assets.</p> <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. The Chief Officer in occupation is to be closely supported by the City Surveyor's Department and the Environment Department Head of Estates as subject matter experts.</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>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. A programme of works on the Epping Forest Lodges is underway.</p> <p>Work continues, in liaison with CSD and other corporate departments, to assess, allocate and prioritise backlog funding to areas of most need.</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Emily Brennan

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE 003a Liaison with	Liaise with City Surveyor's Department and other internal	We continue to work with the City Surveyor's Department to resolve service delivery issues	06-Jan-2026	Jo Hurst	31-Mar-2026

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other departments	departments to press for action to be taken especially with regard to the most urgent issues.	and to assess, allocate and prioritise CWP backlog funding to areas of most need. The 'Due Date' shown is the date of the next review of this action.			
ENV-NE 003b Regular monitoring	Keep risk under regular review and monitor the actions and progress of each Natural Environment site.	This is a standing agenda item for discussion at all Senior Leadership Team meetings. The 'Due Date' shown is the date of the next review of this action.	06-Jan-2026	Emily Brennan	31-Mar-2026
ENV-NE 003e Complementary land assets	Independent options assessment of complementary land.	Consultants have been appointed to carry out an independent review of complementary land assets – their report was submitted at the end of 2025 and will be presented to Committees in Q4 2025/26.	06-Jan-2026	Emily Brennan	31-Mar-2026
ENV-NE 003e 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 deliver 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. 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.	06-Jan-2026	Peter Collinson	31-Mar-2026

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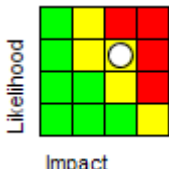
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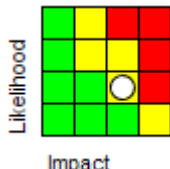
Risk with increased score

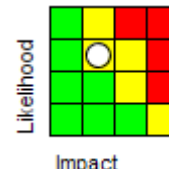
Risk Code	ENV-NE 001
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Risk Title	<i>Risks to health and safety</i>
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Description	<p>Causes: The operation of vast, widespread and diverse public green spaces carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors.</p> <p>Event: Incident or accident with health and safety implications.</p> <p>Effect: Injury or death of a member of the public, volunteer, staff or contractor.</p>
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Current Risk		
Risk Score	Likelihood	Impact
12	Possible	Major
Amber	Trend	Increasing

Target Risk		
Risk Score	Likelihood	Impact
8	Unlikely	Major
Amber	Target Date	31-Mar-2027

Original Risk		
Risk Score	Likelihood	Impact
6	Possible	Serious
Amber	Creation Date	

Latest Note	<p>Due to the nature of our sites and the types of activities carried out, there are a range of health and safety risks associated with working practices and use of the sites.</p> <p>Each site has appropriate mitigating actions in place. The Department's Health and Safety Manager provides advice and assistance with identifying and managing health and safety risks. Health and Safety is a standing agenda item at regular Divisional SLT meetings. The Deputy Director is taking the lead on H&S for the Natural Environment Division and is currently developing a Roles and Responsibilities document.</p> <p>The likelihood rating of this risk score has been reassessed and increased from 'Unlikely' to 'Possible', taking the overall score from Amber 8 to Amber 12. This change reflects current understaffing and over-reliance on casual staff which has resulted in some significant health and safety concerns. There are also increasing anti-social</p>	06-Jan-2026
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	behaviour issues at some of the North London Open Spaces sites which staff are having to deal with on a regular basis. Funding for additional staff for the North London Open Spaces is being sought as part of the Natural Environment Charities Review (NECR) re-baselining exercise and, if successful, this should help to reduce the risk score again.	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Emily Brennan

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE 001a Regular review and monitoring	Regular review and monitoring of health and safety risks held by individual sites.	<p>The Deputy Director keeps the health and safety risks of individual sites under review.</p> <p>Major health and safety risks are identified and discussed at Senior Leadership Team meetings.</p> <p>This is an ongoing action which is kept under regular review.</p>	06-Jan-2026	Emily Brennan; Andrew Impey	31-Mar-2026
ENV-NE 001b Health and Safety support and advice	Seek support and advice from Departmental Health and Safety Manager and other relevant health and safety resources.	<p>The Environment Department's Health and Safety Manager is actively engaged in assisting sites to identify and manage their health and safety risks.</p> <p>Relevant staff are members of departmental and divisional health and safety groups at which issues are discussed, knowledge shared, and advice and support provided.</p> <p>This is an ongoing action which is kept under</p>	06-Jan-2026	Emily Brennan; Andrew Impey	31-Mar-2026

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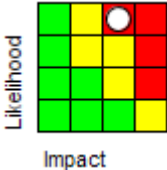
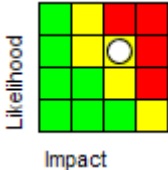
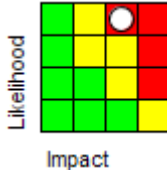
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		regular review.			
ENV-NE 001c Staff resource	Seek funding for additional staff resource.	Funding for additional staff for the North London Open Spaces is being sought as part of the Natural Environment Charities Review (NECR) re-baselining exercise. This would reduce the reliance on casual staff and associated health and safety concerns.	06-Jan-2026	Emily Brennan	31-Mar-2027

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New risk

Risk Code		ENV-NE 017		Risk Title		Budget pressures and 'business as usual' resourcing			
Description		<p>Cause: Inadequate resourcing, including prior or potential reductions in City’s Estate grant and self-generated income sources, and increased costs.</p> <p>Event: Insufficient funding to cover operating costs and deliver safe and effective core operations.</p> <p>Effect: Reduction or cessation of services; decline in quality of services; inability to respond to the impacts of other business risks. Inability to deliver operations safely and in line with legislative requirements. Non-compliance in regard to staff wellbeing and working times.</p>							
Current Risk				Target Risk					
Risk Score	Likelihood	Impact		Risk Score	Likelihood	Impact			
16	Likely	Major		12	Possible	Major			
Red	Trend	Constant		Amber	Target Date	31-Mar-2028			
Original Risk				Risk Score		Likelihood	Impact		
				16	Likely	Major			
Red		Creation Date		06-Jan-2026					
Latest Note		<p>The Efficiency and Performance Review Group (Nov 2025) invited the Natural Environment / Natural Environment Charities Review / Chamberlain’s teams to re-base budget proposals in order to outline needs for transitional funding to prepare the Natural Environment charities for success in fundraising and income diversification over future years, and to ensure baseline core budgets are sufficient. This re-basing exercise involves analysing requirements to resource services at safe/statutory, effective, and enhanced levels (the latter for external fundraising focus). This is to be brought to Finance Committee for approval in January and February 2026 in order to be included in the Corporation’s budget-setting process for 2026/27.</p> <p>The risk will be reviewed and reassessed following confirmation of the new budgets, and additional actions will be added as appropriate. The reduction of the risk to the target risk score will be a longer-term exercise.</p>						06-Jan-2026	

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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Emily Brennan

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE 017a Budget approval	Gain approval for re-based budget proposals.	The re-based budget proposals will be taken to Finance Committee for approval in January/February 2026 in order to be included in the CoL's budget-setting process for 2026/27.	07-Jan-2026	Emily Brennan	28-Feb-2026

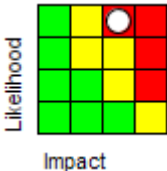
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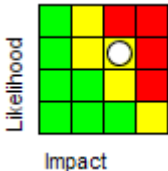
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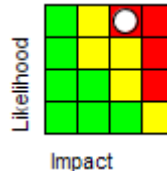
New risk

Risk Code	ENV-NE 018	Risk Title	<i>Readiness for Natural Environment Charities Review (NECR) implementation</i>
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Description	<p>Cause: Insufficient investment in and preparation of fundraising capacity, expertise and resources. Potential for unrealistic near-time income targets to be set.</p> <p>Event: Inability to fully implement the NECR recommendations or fully prepare for the new Grant Funding Model for the charities. Inability to take advantage of new funding model imperatives and opportunities of NECR, especially GFM. Inability to build sufficient fundraising capacity, expertise and resources.</p> <p>Effect: Dependency on core CoLC grant; less diversification of funding; fewer opportunities for external funding or increased income generation accrued. Inability to respond to the impacts of other business risks. Reputational damage to the City of London and the Natural Environment charities.</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-Mar-2028

Original Risk		
Risk Score	Likelihood	Impact
16	Likely	Major
Red	Creation Date	06-Jan-2026

Latest Note	Recommendations set out in the report of a Fundraising Consultant identify capacity needs and fundraising priorities for each charity. The fundraising recommendations will help us to set clear targets, define priority income streams and develop a coordinated approach, encompassing governance and management, brand and	06-Jan-2026
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	<p>identity, digital systems and policies, skills and personnel. Actions will be built into the new Fundraising Strategy and five-year charity business plans.</p> <p>The Grant Funding Model and draft Framework Document aim to promote access to external funding sources, particularly external, restricted funds for specific use and local philanthropic gifts.</p> <p>An additional piece of work has been commissioned, following a request from Policy and Resources Committee, to carry out a detailed asset appraisal for all complementary land assets; this appraisal will identify income generation opportunities.</p> <p>(As part of the Natural Environment Charity Review, Epping Forest and West Ham Park transitioned to a grant funding model in FY 2025/26, with the other six charities transitioning in FY 2026/27.)</p>	
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Risk Level	Service
Department	Environment

Risk Approach	Reduce
Risk Owner	Emily Brennan

Associated Actions

Ref No:	Description	Latest Note	Note Date	Owned By	Due Date
ENV-NE 018a Income generation	Fundraising Strategy	The Assistant Director Charity Development is taking forward the Fundraising Recommendations resulting from the Consultant report. The Superintendents, and, in NLOS, the Head of Development and Partnerships, will seek Committee approval of the final version(s).	09-Jan-2026	Jo Hurst	31-Mar-2027
ENV-NE-018b Complementary land	Independent options assessment of complementary land.	Consultants have been appointed to carry out an independent review of complementary land assets – their report was submitted at the end of 2025 and will be presented to Committees in Q4 2025/26.	09-Jan-2026	Emily Brennan	31-Mar-2026