

Highgate Wood and Queens Park Risk Register (Summary)

Report Type: Risks Report
Generated on: 14 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-HWQP 007	Decline in condition of assets*	Likely	Major	16	Red	12-Jan-2026	12	31-Dec-2026	Constant	Reduce
ENV-NE-HWQP 013	Work related stress*	Likely	Major	16	Red	08-Jan-2026	12	31-Dec-2026	Constant	Reduce
ENV-NE-HWQP 001	Budget pressures	Possible	Major	12	Amber	12-Jan-2026	8	31-Dec-2026	Constant	Reduce
ENV-NE-HWQP 004	Adverse impacts of extreme weather and climate change	Possible	Major	12	Amber	12-Jan-2026	6	31-Mar-2026	Constant	Reduce
ENV-NE-HWQP 002	Negative impacts of visitor pressure	Likely	Serious	8	Amber	12-Jan-2026	6	31-Mar-2027	Constant	Reduce
ENV-NE-HWQP 006	Risk to health and safety	Unlikely	Major	8	Amber	12-Jan-2026	4	31-Dec-2026	Constant	Reduce

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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-HWQP 009	Recruitment and retention of suitable staff	Unlikely	Major	8	<i>Amber</i>	12-Jan-2026	4	31-Dec-2026	Constant	Reduce
ENV-NE-HWQP 011	Tree event or failure	Likely	Serious	8	<i>Amber</i>	12-Jan-2026	8	31-Mar-2026	Constant	Accept
ENV-NE-HWQP 003	Outbreak of fire in woodland / heathland	Possible	Serious	6	<i>Amber</i>	12-Jan-2026	6	31-Mar-2026	Constant	Accept
ENV-NE-HWQP 005	Negative impacts of pests and diseases	Possible	Serious	6	<i>Amber</i>	12-Jan-2026	6	31-Mar-2026	Constant	Accept
ENV-NE-HWQP 012	Impacts of anti-social behaviour on staff and site *	Possible	Serious	6	<i>Amber</i>	08-Jan-2026	3	31-Dec-2027	Decreasing	Reduce
ENV-NE-HWQP 008	Negative impacts of development and encroachment	Unlikely	Serious	4	<i>Green</i>	12-Jan-2026	4	31-Mar-2026	Constant	Accept

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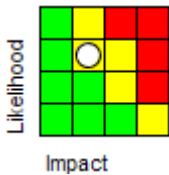
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Highgate Wood and Queen's Park risks reported in detail, by exception

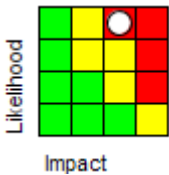
Risk with reduced score

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
6	Possible	Serious
Amber	Trend	Decreasing

Target Risk		
Risk Score	Likelihood	Impact
3	Possible	Minor
Green	Target Date	31-Dec-2027

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

Latest Note	<p>This risk is closely related to risk 'ENV-NE-HWQP 013: Work-related stress'.</p> <p>The score of this risk has been reduced from Red 16 (Likely/Major) to Amber 6 (Possible/Serious) to reflect the situation at Highgate Wood and Queen's Park sites which have lower levels of anti-social behaviour than other sites.</p> <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</p>	08-Jan-2026
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	<p>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 - three have now been successfully recruited. The target date for this risk has been extended to the end of 2026 to allow for the impact of the additional staff to be assessed.</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 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</p>	08-Jan-2026	Bill LoSasso	31-Mar-2026

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		spaces. The 'due date' for this action is the date when it will next be reviewed.			
ENV-NE-HWQP 012c Enforcement partnerships	Build enforcement partnerships.	This is ongoing with relevant local agencies and partners. A contract with an external security provider has now been agreed for the provision of supplemental security resource as required	08-Jan-2026	Bill LoSasso	31-Mar-2026
ENV-NE-HWQP 012d Visitor education	Educate visitors to use the sites responsibly.	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. This is an ongoing action - the due date is the date of the next scheduled review.	08-Jan-2026	Bill LoSasso	31-Mar-2026

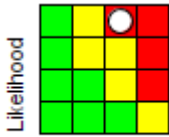
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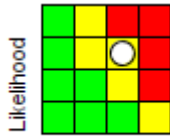
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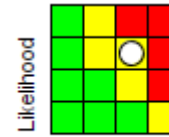
Highest scored risks

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 and within CSD to deliver the CWP. 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

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<p>Latest Note</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.</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> <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 have been completed and are now fully operational. • Refurbishment of the toilets at Highgate Wood has been completed and the facilities are due to reopen soon. • Fencing at Queen's Park Farm has been repaired. • Work is planned to refurbish the bandstand in Spring 2025. • 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. • CSD have carried out some temporary weather protection works on the roof of the Education Centre at Highgate Wood, and a full roof replacement is due to be carried out. Also, funding has now been secured for other repairs to the building. 	<p>12-Jan-2026</p>
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	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: 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.	
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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 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>	12-Jan-2026	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Mar-2026
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.	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	12-Jan-2026	Bill LoSasso; Jonathan Meares; Charlotte Williams	31-Mar-2026

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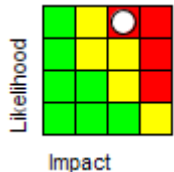
		<p>resource within the local team to complete all inspections but officers continue to liaise with colleagues in CSD to progress this.</p> <p>This is an ongoing action and is kept under review.</p>			
ENV-NE-HWQP 007f Asset review	Asset management review.	<p>The Natural Environment Charity Review (NECR) 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.</p>	12-Jan-2026	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.	<p>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.</p> <p>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.</p>	12-Jan-2026	Peter Collinson	31-Mar-2026

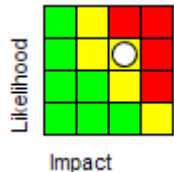
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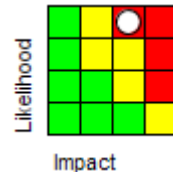
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Risk Code	ENV-NE-HWQP 013	Risk Title	<i>Work related stress</i>
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Description	<p>Cause: Insufficient staffing numbers available to meet existing workloads as a consequence of significant cuts to NLOS staffing during the Target Operating Model 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>This risk is closely related to risk 'ENV-NE-HWQP 012: Impacts of anti-social behaviour on staff and site'.</p> <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 increasing 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>We note that the two sites are very different with different usage – Queen's Park has a reliance on casual staff to support the increased visitor numbers in the summer months. The risk is lower for Highgate Wood which is relatively well-resourced in comparison to other sites.</p>	08-Jan-2026
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	<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>	
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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.	08-Jan-2026	Bill LoSasso	31-Mar-2026
ENV-NE-HWQP 013b Staff rotas	Review staff rotas	Staff rotas will be reviewed during 2026 to modernise work schedules and quantify/document staffing gaps where possible.	08-Jan-2026	Bill LoSasso	31-Dec-2026
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.	08-Jan-2026	Bill LoSasso	31-Dec-2026

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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)/Grant-funding model, for restoration of funding, which was cut during the Target Operating Model process and elsewhere, and ensure sufficient resource to appropriately manage the sites.	08-Jan-2026	Bill LoSasso	31-Mar-2026
ENV-NE-HWQP 013e Provide support for staff	Liaise with HR and Occupational Health	<p>Senior Managers will continue to liaise with 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>	08-Jan-2026	Bill LoSasso	31-Mar-2026
ENV-NE-HWQP 013f Mental Health First Aid training	Bespoke Mental Health First Aid training	Bespoke Mental Health First Aider training is being planned in collaboration with the CoL's Learning and Development Team. This will be available to managers, supervisors and other interested staff across NLOS with the intention of having one qualified Mental Health First Aider in each team.	08-Jan-2026	Bill LoSasso; Charlotte Williams	30-Jun-2026