



## Open Spaces and City Gardens

**Date:** MONDAY, 18 JULY 2016

**Time:** 2.15 pm

**Venue:** COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

**Members:** Graeme Smith (Chairman)  
Alderman Ian Luder (Deputy Chairman)  
Wendy Mead  
Barbara Newman  
Virginia Rounding (Ex-Officio Member)  
Catherine Bickmore (Observer)  
John Beyer (Observer)  
Michael Welbank (Chief Commoner)  
Alderman Robert Howard  
Philip Woodhouse (Ex-Officio Member)  
Deputy John Barker  
Jeremy Simons  
Karina Dostalova  
Verderer Peter Adams (Observer)

**Enquiries:** Natasha Dogra 0207 332 1434  
natasha.dogra@cityoflondon.gov.uk

**Lunch will be served in the Guildhall Club at 1pm.  
NB Part of this meeting may be the subject of audio visual recording.**

**John Barradell  
Town Clerk and Chief Executive**

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**  
To agree the minutes of the previous meeting.

**For Decision**  
(Pages 1 - 8)

### Open Spaces

4. **OPEN SPACES DEPARTMENT, CITY GARDENS AND WEST HAM PARK RISK MANAGEMENT**  
Report of the Director Open Spaces.

**For Decision**  
(Pages 9 - 78)

5. **CYCLICAL WORKS PROGRAMME BID 2017/18**  
Report of the City Surveyor.

**For Information**  
(Pages 79 - 84)

6. **UPDATE REPORT: DOG CONTROL ORDERS AT BURNHAM BEECHES**  
Report of the Superintendent of the Commons.

**For Information**  
(Pages 85 - 96)

7. **REVENUE OUTTURN 2015/16**  
Report of the Chamberlain and the Director of Open Spaces.

**For Information**  
(Pages 97 - 102)

8. **IMPLEMENTATION OF GRANT THEME - ENJOYING OPEN SPACES AND THE NATURAL ENVIRONMENT**  
Report of the Director of Open Spaces.

**For Decision**  
(Pages 103 - 110)

## City Gardens

9. **UPDATE OF SUPERINTENDENT OF PARKS AND GARDENS**

Report of Superintendent of Parks and Gardens.

**For Information**  
(Pages 111 - 114)

10. **DEVELOPMENT OF A CHURCHYARDS ENHANCEMENT PROGRAMME**

Joint Report of the Director of Open Spaces and the Director of the Built Environment.

**For Decision**  
(Pages 115 - 122)

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

### Part 2 - Non-Public Agenda

13. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**For Decision**

14. **NON-PUBLIC MINUTES**

To agree the minutes of the previous meeting.

**For Decision**  
(Pages 123 - 124)

15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## OPEN SPACES AND CITY GARDENS Monday, 6 June 2016

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 6 June 2016 at 1.45 pm

### Present

#### Members:

Graeme Smith (Deputy Chairman)  
Alderman Ian Luder (Chairman)  
Barbara Newman  
Virginia Rounding (Ex-Officio Member)  
Catherine Bickmore (Ex-Officio Member)  
John Beyer  
Michael Welbank (Chief Commoner)  
Alderman Robert Howard  
Philip Woodhouse  
Deputy John Barker  
Jeremy Simons

#### Officers:

Sue Ireland	- Director of Open Spaces
Louisa Allen	- City Gardens Manager
Alison Elam	- Group Accountant, Chamberlain's Department
Natasha Dogra	- Town Clerk's Department
Martin Rodman	- Superintendent, West Ham Park and City Gardens

#### 1. **APOLOGIES**

Apologies had been received from Wendy Mead, Jeremy Simons, John Beyer and Peter Adams.

#### 2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations of interest.

#### 3. **ORDER OF THE COURT OF COMMON COUNCIL**

Resolved – the Order of the Court of Common Council was received by the Committee.

#### 4. **ELECTION OF CHAIRMAN**

The Committee proceeded to elect a Chairman in accordance with Standing Order 29. The Town Clerk read out a list of Member's eligible to stand and Graeme Smith, being the only Member to express his willingness to serve, was declared the duly elected Chairman of the Committee for the ensuing year.

The Chairman conveyed his thanks to the outgoing Chairman, Alderman Ian Luder, for his constant support and Deputy Barker was invited to deliver a vote of thanks.

The Members of these Committees wish to extend to Alderman Ian Luder their sincere thanks and appreciation for the extremely able and courteous manner in which he has presided over their deliberations and the detailed care and interest he has shown in all aspects of the work of these Committees.

As Chairman, he has been intent on encouraging the increasingly strategic role of the Open Spaces & City Gardens and West Ham Park Committees, exemplified by his support for, and commitment to, the work of the Forestry Commission in tackling the spread of Oak Processionary Moth in the south-east of England, and through the development of a new partnership with the Lawn Tennis Association, which will help to create a hub for tennis at West Ham Park.

Members also wish to recognise his welcome emphasis on the work of Volunteers across the Department, and his support in drawing their efforts and contributions to the attention of the Court of Common Council.

Throughout his tenure he has actively contributed to an increase in the amount and quality of publicly accessible open space, through the redevelopment of numerous gardens across the Square Mile and the creation of a strategic new open space at Aldgate.

Drawing on his considerable experience in the financial sector, he has sought to embed financial sustainability across the open spaces, through recognising opportunities for additional income generation and through his passionate support for officers and the spaces for which they care.

DURING his time as Chairman of these two Committees, he has striven to retain high quality standards in green space management, resulting in the award of numerous Green Flag and Green Heritage standards, and Gold Awards in both London- and Britain in Bloom.

He has been unstinting in both his time and his efforts, and his colleagues wish to record their appreciation for the sound judgement, tact and strong leadership that he has demonstrated in the face of often complex issues.

FINALLY, the Committee wishes to place on record its recognition of Ian's distinguished contribution to these Committees and, in thanking him for his generous hospitality during his years of office, his colleagues convey to him their good wishes for the future, with many happy memories of a job well done.

5. **ELECTION OF DEPUTY CHAIRMAN**

The Committee were advised that Alderman Ian Luder wished to exercise his right as outgoing Chairman to serve for one year as the Deputy Chairman of

the Committee. Alderman Luder thanked the Members for their continued support and expressed his delight over the successful programmes and projects completed during his tenure as Chairman of the Committee.

RESOLVED – that Alderman Luder be appointed to serve as Deputy Chairman for the ensuing year.

6. **TO APPOINT A REPRESENTATIVE TO THE STREETS AND WALKWAYS SUB COMMITTEE**

The Committee were invited to appoint a representative to the Streets and Walkways Sub Committee. Wendy Mead and Jeremy Simons had expressed an interest and serving; following a ballot Mr Simons were elected to serve for the ensuing year.

Resolved - Jeremy Simons was appointed as the representative to the Streets and Walkways Sub Committee for the ensuing year.

7. **MINUTES**

Resolved – that the minutes of the previous meeting be agreed as an accurate record.

**Matters arising:**

**Park Run**

The Director informed the Committee that currently the approach taken by the City of London Corporation was to not charge Park Run participants. Members noted that the development of national issues could assist the City Corporation when considering the matter in the future.

**Oak Processionary Moth**

The Director informed Members that the spraying of trees on Hampstead Heath had now been completed.

8. **BUSINESS PLAN 2015/16**

The Committee noted that the progress made by the Open Spaces Department on its 2015-18 business plan. The report listed the performance indicators set for the department and achievements against these targets. The performance indicators had been achieved including: 15 Green Flag Awards, 12 Green Heritage Awards, 11 London in Bloom Awards, 95% of survey respondents scoring the 'overall rating' of open space's as 'good or better than good' and cemetery income exceeding its income target.

Members noted that the identified SBR saving of £699k was made in 2015/16. In response to a query Members were informed that many of the roadmap programmes were three year projects and some have slipped to amber RAG status from green, although actions were being implemented to bring the programmes back within agreed limits.

Members noted that future business plans would include performance indicators regarding training undertaken by staff, and indicators on the quality and value of the specific training sessions.

The Committee placed on record their thanks to the Open Spaces Business Manager for all her hard work during her time with the Open Spaces directorate.

Resolved – that the business plan be received.

**9. ACCIDENTS AND INCIDENTS IN THE OPEN SPACES DEPARTMENT IN 2015**

The Committee noted that there had been a slight fall in employee accidents resulting in injuries in 2015 compared with previous years. Overall accident rates were at the lowest they have been in four years. Whilst the severity and causes of accidents vary greatly, the majority were minor injuries resulting in little or no time off work and few accidents to members of the public necessitated going directly to hospital, the exception being a fatality at Hampstead Heath Ponds which had been reported elsewhere.

Members noted that there had been an increase in incidents involving damage to property which was believed to be due to improved reporting and a reduction in reported incidents of verbal abuse which was believed to be due to additional staff training in managing enforcement duties.

The Committee were informed that following the incident at West Ham Park, Officers could confirm that every lodge had been fitted with a carbon monoxide detector. Members also noted that annual gas supply checks were undertaken and an electricity inspection was completed every five years.

Members noted that the inquest at the Highgate Men's Bathing Pool on Hampstead Heath had found that neither City Corporation staff nor the organisation itself had been at fault – the incident took place outside of swimming hours and the inquest found signage in the area to be adequately displayed. Members agreed that staff had been fully cooperative during the enquiry, in spite of the difficult situation.

The Committee discussed the statistics regarding mental health and were informed that the information related to all City Corporation staff. Members agreed that the report should be circulated to Members of the Health & Wellbeing Board for their information.

Resolved – that the report be received.

**10. ENJOYING OPEN SPACES AND THE NATURAL ENVIRONMENT GRANT FUNDING THEME**

The Committee noted that the Policy and Resources Committee had approved a new grant scheme following a recent 'grants review'. As part of this a new two year (2016 – 2018) grant funding theme had been created entitled 'Enjoying



Open Spaces and the Natural Environment' and an allocation of approx. £110k funding was assigned to this over a two year period.

Members were informed that ordinarily grants were invited from constituted organisations as this provides a more robust and auditable funding approach which reduces the reputational risk to the COL. This would include registered charity's; registered community interest companies; registered charitable incorporated organisations; charitable companies; exempt or excepted charity; registered charitable industrial and provident societies or charitable cooperatives or constituted voluntary organisation. Generally grants to individuals were very specific and are usually only made to an individual when they are the primary beneficiary e.g. support for training/expedition.

Members discussed the various themes and agreed that officers should further investigate the following options before presenting a report to the Committee in July:

- Only groups/organisations should be funded
- Projects where the majority of impact would be on the City of London's Open Spaces should be funded.
- Sub themes to be investigated should include:
  - o Focus on biodiversity
  - o Connecting communities with their green space
  - o Focus on the use of open spaces to improve quality of life for people with mental health issues
  - o Focus on education to reduce the amount of litter and fly tipping within open spaces
- One funding round to be implemented to encourage applications for amounts between £12k - £18k for two year projects.

Members received a comment sent by Alderman Howard suggesting that there was more to the Green City than just the Corporation's publicly-owned or managed spaces in the City. Officers agreed to take this comment on board when submitting the report for the Committee's consideration in July.

Resolved – that Members

#### 11. **CITY GARDENS EVENT POLICY**

The Committee noted the progress regarding the pilot and implementation of the City Gardens Draft Event Policy to date. During the pilot period, which took place between June 2015 and April 2016, a few minor amendments had been made to the draft policy as a result of feedback from users and to assist with the administration of events.

The Committee were informed that the current Service Base Review was tasked with finding ways to identify savings as well as increasing income to support revenue budgets. The introduction of a draft policy was an opportunity to increase income for the City Gardens revenue budget. In addition, the inclusion of organised events has and will provide more diverse opportunities for communities to enjoy and make use of the City Gardens.

Since May 2015 a total of 25 event applications had been received for small events planned for both 2015/2016 and 2016/2017. Events had generated an income of £2,000 between May 2015 and April 2016. Applications had been and continue to be assessed monthly by the City Gardens Event Group. The most popular events continue to be group wedding photography and associated celebrations with up to 100 participants. A few events did not go ahead due to either the lateness of the event application, inadequate Public Liability insurance or applicants finding more suitable locations.

In response to a specific query regarding an open area near Barbers-Surgeons Hall, the City Gardens Manager agreed to visit the site with the Member to address their issues.

Resolved – that Members:-

- Approved the minor amendments outlined in the City Gardens Draft Event Policy, circulated by the Town Clerk.
- Formally adopted the policy as the City Gardens Event Policy.

**12. UPDATE REPORT OF SUPERINTENDENT OF PARKS AND GARDENS**

The Committee noted the update report of the Superintendent and specifically noted that the City Gardens team was currently working on planting improvements for the frontage at St Andrews by the Wardrobe Church – Queen Victoria Street. The project was brought about through partnership working with the church and the Diocese and will provide improved planting to the main frontage of the church.

Members noted that Open Squares Weekend was taking place on Saturday 18<sup>th</sup> and Sunday 19<sup>th</sup> June. A diverse range and increase of activities had been planned for the weekend, in partnership with the friends. Four poets would be in residence in; Postman’s Park, St Dunstan in the East, Christchurch Greyfriars and Cleary Gardens. A number of walks and talks have been organised and will be delivered by City Garden Guides, the Friends of City Gardens and the City Gardens team.

Resolved – that the update be received.

**13. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

**14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

There was no urgent business.

**15. EXCLUSION OF THE PUBLIC**

Resolved - that under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

16. **NON-PUBLIC MINUTES**

Resolved – that the minutes of the previous meeting be received as an accurate record.

17. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

18. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no urgent business.

**The meeting ended at 3.00 pm**

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Chairman

**Contact Officer: Natasha Dogra**  
**[natasha.dogra@cityoflondon.gov.uk](mailto:natasha.dogra@cityoflondon.gov.uk)**

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<b>Committee:</b>	<b>Date:</b>
Open Spaces and City Garden West Ham Park Committee	18 July 2016 18 July 2016
<b>Subject:</b> Open Spaces Department, City Gardens and West Ham Park Risk Management	<b>Public</b>
<b>Report of:</b> Director Open Spaces	<b>For Decision</b>
<b>Report Author:</b> Gerry Kiefer, Business Manager	

## Summary

This report provides the Open Spaces and City Gardens Committee and the West Ham Park Committee with an update on the management of risks faced by the Open Spaces Department. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

The Open Spaces Department has one corporate risk and upon review, has five departmental risks. There are eight risks for City Gardens and West Ham Park (Parks and Gardens).

### **Corporate risk:**

CR11 – Hampstead Heath ponds: overtopping leading to dam failure

### **Departmental risks:**

- OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public
- OSD 002 - Extreme weather
- OSD 004 - Poor repair and maintenance of buildings
- OSD 005 - Animal, plant and tree diseases
- OSD 006 - Impact of housing and/or transport development

West Ham Park is a registered charity (charity number 206948). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

## Recommendation

Members of the Open Spaces and City Gardens Committee are asked to:

- Approve the Departmental risk register outlined in this report and at Appendix 1.
- Note the content of the full divisional risk register at Appendix 2

Members of the Open Spaces and City Gardens Committee and West Ham Park Committee are asked to:

- Approve the Parks and Gardens risk register included within Appendix 2.

### **Main Report**

#### **1. Background**

- 1.1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Covalent Risk Management System.
- 1.2. The Open Spaces Department manages risk through a number of important processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
- 1.3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
- 1.4. On 22 March 2016 the Chief Officer group received a report on the observations of the informal risk challenge sessions with the Audit and Risk Management Committee. A number of recommendations were agreed which included that; Chief Officers were to ensure that their list of departmental risks include, risks "that may keep them awake at night" i.e. that they are the risks most significant that should they happen will cause damage to the delivery of the services / reputation (and possibly the Corporation's).

#### **2. Current Position**

- 2.1. In light of this recommendation to Chief Officers, the Departments SLT gave additional consideration when reviewing its list of eleven departmental risks (as previously reported to this Committee on 18 April as part of the '2016 to 2019 Open Spaces Business Plan'). It was identified that a number of the risks listed as 'departmental' only related to a few of the divisions and therefore was no longer appropriate to be considered a risk to the whole department. These should be removed as Departmental risks but retained as divisional risks. There was also a risk where the 'current risk score' and 'target risk score' were 'green'. This has also been removed as a departmental risk but retained where it is still an issue at a divisional level. The SLT will continue to review their own divisional risks as well as departmental risks and will discuss if any risks need to be escalated to a departmental or corporate level.
- 2.2. The Open Spaces and City Gardens Committee will receive the full risk register for the department and all the divisions. West Ham Park Committee and other Management Committees will receive the departmental risks and the divisional risks relevant only to their committee and their charity/ies.

### **Summary of Departmental risks**

- 2.3. Appendix 1 shows the proposed Departmental risks. Officers are undertaking a range of actions at a divisional level and these actions will reduce the 'current departmental risk score' to achieve the 'target score'. Therefore the Departmental risk register layout (appendix 1) is different from usual, providing cross references to the divisional risks. Appendix 2 then provides the detail of the divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.
- 2.4. The Management Committees of 'Epping Forest and the Commons' and 'Hampstead Heath, Highgate Woods and Queen's Park' as well as the 'Port Health and Environmental Service's' Committee will be asked to approve the relevant divisional risk registers.
- 2.5. **OSD 001 - Ensuring the health and safety of staff, volunteers contractors and public (Current risk amber – no change)**  
This describes the risks that exist to all visitors and workers within the various open spaces including staff, volunteers, contractors and the public. Some of these risks may be due to poor understanding, lack of training and/or failure to implement safe systems of work. This could result in injury to workers, volunteers or the public unless dynamic risk assessments and regular audits are undertaken and unsafe working practices identified and stopped. It is anticipated that this risk will move to green.
- 2.6. **OSD 002 – Extreme weather (Current risk: amber – reduced risk)**  
With the fluctuations in weather conditions and the potential risks caused by severe wind, prolonged heat and/or heavy rainfall, the impact could cause damage to property and trees, disrupt access and cause sites to be closed. Monitoring systems and emergency plans and procedures are in place. The current risk score recognises the improved monitoring and communication of weather warnings This risk is constantly present and as such the target risk score is the same as the current score as there is little more that can be reasonably done to mitigate the risk.
- 2.7. **OSD 004 – Poor repair and maintenance of buildings (Current Risk: amber – no change)**  
This risk recognises the issues that the Department has experienced in relation to planned and reactive maintenance which has resulted in delays to repairs which have affected service delivery/staff comfort and if ongoing will result in the deterioration of the Department's assets. The department is inputting into the development of the new repairs and maintenance contract specification and now has regular meetings/inspections with City Surveyor's officers. The department is also progressing outcomes of the operational property review. It is anticipated that this risk will reduce to green.
- 2.8. **OSD 005 – Animal, plant and tree diseases (Current risk: amber – reduced risk)**  
The 'natural' spread of pests and diseases from neighbouring areas and through transfer from infected plants means that the different open spaces are at risk from a wide range of infestations including oak processionary moth, massaria and ash die back. The impact could disrupt service capability and reduce public

access to the open spaces. The risk has reduced as staff have been trained and regular monitoring is taking place with specialists brought in where necessary. Currently, this risk is constantly present and as such the target risk score remains amber although we anticipate the impact may reduce slightly, but there is little more that can be reasonably done to mitigate the risk.

2.9. **OSD 006 - Impact of housing and/or transport development (Current risk: red – increased risk)**

Demand for additional housing and infrastructure improvements is putting pressure on local authority planning authorities to develop on green spaces. The resulting increased populations' means greater visitor numbers to our open spaces which can result in greater ground compaction, increased noise pollution and potential decline in biodiversity. The department will continue to monitor and comment on planning applications and contribute to Authority's planning documents and transport strategies. The risk however is unlikely to drop below amber.

**Other Material Changes since the Previous review**

2.10. The following risks have been removed from the Departmental risk register since the previous report to Open Spaces and City Gardens Committee:

<b>Risk</b>	<b>Reason for removal from Departmental risk register</b>
<b>OSD 003</b> - Delivering the departmental road map programmes and projects	Current risk is green (4) and the target risk is green (2).
<b>OSD 007</b> – Recruiting and retaining appropriately skilled staff	This is assessed as an amber risk at Epping Forest only so will be retained and managed at a divisional level.
<b>OSD 008</b> – Breaking ground	This is now included within the divisional risks; 'ensuring the health and safety of staff, volunteers contractors and public'.
<b>OSD 009</b> – Water management	The risk at Hampstead Heath is captured as a Corporate risk. Water management risks at Epping Forest, North London Open Spaces and The Commons are captured as amber risks at a divisional level.
<b>OSD 010</b> – Limited financial resources	The 'risk cause' and 'target actions' vary across divisions and therefore this risk will be retained and managed at a divisional level.

**City Gardens and West Ham Park Risk Management**

2.11. There are eight risks identified across City Gardens and West Ham Park (Parks and Gardens), all of which are amber. Five of the Parks and Gardens risks cross reference to the departmental risks. The divisional only risks are:

- Public Behaviour (OSD P&G 006)
- Finance – SBR Roadmaps (OS P&G 003)
- Major Incident resulting in prolonged 'access denial' (OSD P&G 008)

2.12. The detail of the individual risks is shown in Appendix 2, and a summary of their scores is shown in the table below.



		3	4	
Likelihood				
				1
	Impact			

### 3. Proposals

- 3.1. That the Parks and Gardens (City Gardens and the West Ham Park) risk register forms part of the departmental risk management strategy.
- 3.2. The risk register forms part of the charity's annual report to the Charity Commission and is reviewed annually.

### 4. Corporate & Strategic Implications

- 4.1. The divisional risk register reflects the Open Spaces Department's four objectives as set out in the departmental business plan:
  - a) Protect and conserve the ecology, biodiversity and heritage of our sites
  - b) Embed financial stability across our activities by delivering identified programmes and projects
  - c) Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer
  - d) Improving the health and wellbeing of our communities through access to green space and recreation.
- 4.2. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk, supports the City of London's
  - Strategic Aim 3: To provide valued services to London and the nation and
  - Key Policy Priority 3: Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.

### 5. Conclusion

- 5.1. The need to systematically manage risk across the Department and at a divisional level for City Gardens and West Ham Park is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

### Appendices

- Appendix 1 - Departmental Risk register
- Appendix 2 - Full divisional risk register
- Appendix 3 - City of London Corporation Risk Matrix

**Background Papers:** None

**Gerry Kiefer, Business Manager**

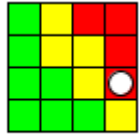

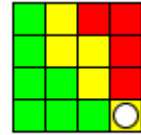


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**Appendix 1: Open Spaces – Corporate and Departmental Risks**

**Corporate Risk:**

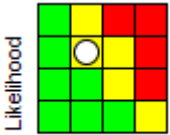
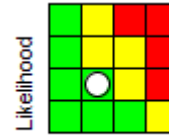
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CR11 <b>Hampstead Heath Ponds - overtopping leading to dam failure</b>  05-Feb-2015 Sue Ireland; Paul Monaghan	<p><b>Cause:</b> The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping</p> <p><b>Event:</b> Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams</p> <p><b>Impact:</b> Loss of life within the downstream community and disruption to property and infrastructure – including Kings Cross station and the Royal Free Hospital. A major emergency response would need to be initiated by Camden Council and the police at a time when they are likely to already be dealing with significant surface water flooding. Damage to downstream buildings and infrastructure would result in significant re-build costs. The City's reputation would be damaged. An inquiry and legal action could be launched against the City.</p> <p>The Ponds Project has been initiated to mitigate this risk as the current interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping</p>	Likelihood 	Impact 	16           The engineering works to both chains of ponds is progressing well with approx 75% of engineering works completed. The Vale of Health pond, Stock Pond, Ladies' Bathing Pond, Bird Sanctuary Pond, Hampstead 1, Hampstead 2 and the Viaduct pond are complete from an engineering perspective.. The design of the project is such that all the works are interdependent upon each other and hence the current risk score will not reduce until all the works are complete.  <b>23 Jun 2016</b>	Likelihood 	Impact 	8           31-Oct-2016	           No change
Action no, Title,	Description	Latest Note			Managed By	Latest	Due Date	

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				Note Date	
CR11 a Project Director to review budget monthly with Project Board – specific consideration of use of risk contingency	Regular monitoring of budget and risk provisions	No change: Works well under way some elements delayed but still to be completed to contract programme – forecast still within current budget	Paul Monaghan	23-Jun-2016	31-Oct-2016
CR11 b Agreement of methods of working with utilities	Agreement of methods of working with utilities	No change: Identifying utilities in order to negotiate new wayleaves, needs to be in conjunction with routes across the Heath.	Paul Monaghan	23-Jun-2016	01-Mar-2017
CR11 c Site supervision by DBE and OS to ensure appropriate H&S procedures	Regular review of H&S and working practices – in particular movement of vehicles	Weekly meetings continue to take place and working practices are continually challenged. City staff have attended and contributed to contractor led H&S training sessions.	Paul Monaghan	23-Jun-2016	31-Oct-2016
CR11 d Liaison Officer to engage proactively through site notices, media, electronic communications, PPSG and CWG	Liaison Officer role defined by planning conditions in respect of CWG, but will undertake broader community engagement role as previously	No change: Liaison officer continuing all the activities and the CWG continues to meet and receiving some positive feedback.	Paul Monaghan	23-Jun-2016	31-Oct-2016
CR11 f Daily ecological monitoring by BAM and Heath staff to check for nesting birds	As per planning consent and conditions	Ongoing daily water quality and dust monitoring undertaken. Data published and issued monthly to CWG. Wildlife and nesting birds continually monitored and work programmes adapted to minimise the impact.	Paul Monaghan	23-Jun-2016	31-Oct-2016
CR11 g Weekly site meetings to secure clear communication between OS, DBE and BAM	To secure clear understand of impact on the Heath, resolution of any issues, discussion of complaints	Weekly site visits take place with the whole project team and no change ongoing continuing consultation with all stakeholders. Complaints log discussed at CWG .	Paul Monaghan	23-Jun-2016	31-Oct-2016

CR11 h Resolution of issues with adjoining land owners	There are 4 different adjoining landowners who the City is engaging with. The land ownership will be resolved according to the specifics of each case – via transfer, access agreements or registration as co-undertakers with the EA.	Revised Planning application for Highgate 1 submitted, completed land exchange in other areas and work is proceeding	Paul Monaghan	23-Jun-2016	31-Jul-2016
CR11 i Approval of designs for Highgate 1	The design approved for Highgate No. 1 impacts on another landowner. Discussions as to an acceptable alternative have been progressing. Any change will require planning permission.	Revised planning application submitted – awaiting local authority member sign off on 5th July 2016. Report will recommend approval.	Paul Monaghan	23-Jun-2016	31-Jul-2016

## Departmental risks with divisional actions

Risk	Description (Cause, Event, Impact)	Current Risk Matrix	Target Risk Matrix	Risk Update	Action title	Action Due Date	Action Owner
<b>OSD 001</b> <b>Ensuring the Health &amp; Safety of staff, volunteers, contractors and public</b>  Page 18	<p><b>Causes:</b> Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes</p> <p><b>Event:</b> Staff, volunteers or contractors undertake unsafe working practices</p> <p><b>Impact:</b> Injury or death of a member of the public, volunteers, staff or a contractor</p>	 <p>6</p>	 <p>4</p>	Departmental risks were reviewed by SLT on 13 June and amendments made to reflect the differing risk issues and actions at the different open spaces sites. In order to reduce the departmental risk to the target risk score we will deliver the various divisional actions. To avoid duplication the risks actions will only be listed at a local level but at a departmental level we will identify which of the divisional risks will help reduce this departmental risk.	Implement the actions associated with the following divisional risks: OSD EF 001 OSD CC 001 OSD TC 001 OSD NLOS 006 OSD P&G 001	01-Apr-2018	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock

### OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public – Linked risks and actions

Divisional Risk	Risk Owner	Linked Actions	Action Description	Due Date	Action Owner
<b>OSD Cem &amp; Crem 001</b> Failure of health and safety procedures	Gary Burks	OSD CC 001 a Regular reviews	Regular reviews of risk assessments and safe systems of work are undertaken. Ongoing	31-Mar-2017	Gary Burks

**OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public – Linked risks and actions**

Divisional Risk	Risk Owner	Linked Actions	Action Description	Due Date	Action Owner
		OSD CC 001 b Operational Learning	Investigations undertaken and learning taken from all accidents and incidents and near misses. Training and development of staff Ongoing	31-Mar-2017	Gary Burks
<b>OSD Epping Forest 001</b> Increase in Health and Safety incidents /catastrophic Health & Safety failure	Paul Thomson	OSD EF 001 d Accident Reporting	Continue to develop a good culture of reporting accidents and incidents and near misses.	01-Apr-2017	Jo Hurst
		OSD EF 001 a Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	01-Apr-2017	Jo Hurst
		OSD EF 001 b Biennial review of site health and safety by peer review	Net improvement of standards of H&S following 2013 and 2015 validation visits.	01-Apr-2017	Jo Hurst
		OSD EF 001 c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	01-Apr-2017	Jo Hurst
		OSD EF 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	01-Apr-2017	Paul Thomson
		OSD EF 001 f Annual licensees checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	30-Jun-2017	Jo Hurst
		OSD EF 001 g Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with	31-Dec-2016	Patrick Hegarty

**OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public – Linked risks and actions**

Divisional Risk	Risk Owner	Linked Actions	Action Description	Due Date	Action Owner
			utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.		
<b>OSD North London Open Space 006</b> Ensuring the Health and Safety of staff, contractors, visitors and volunteers	Bob Warnock	OSD NLOS 006 a Annual H & S site Audits	Continue with annual H & S site Audits Sites will carry out audits by peers from within Division Next audit will take place in August 2016	30-Sep-2016	Richard Gentry
		OSD NLOS 006 b Quarterly Divisional H & S Meetings	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	30-Sep-2016	Richard Gentry
		OSD NLOS 006 c Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.	31-Dec-2016	Richard Gentry
<b>OSD The Commons 001</b> Health and Safety Failure	Andy Barnard	OSD TC 001 a Appropriate resourcing	Adequate and appropriate training for staff and volunteers – link to PDR's (all line managers) Links to other departmental service providers in OSD	31-Mar-2017	Hadyn Robson; Andy

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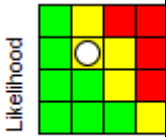
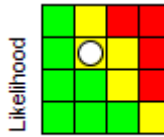
**OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public – Linked risks and actions**

Divisional Risk	Risk Owner	Linked Actions	Action Description	Due Date	Action Owner
			Clear and appropriate communication Ongoing		Thwaites
Page 21		OSD TC 001 b Breaking ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.	31-Mar-2017	Hadyn Robson
		OSD TC 001 c H&S processes	Undertake quarterly reviews of the regular health and safety audits Ensure risk assessments and safe systems of work are up to date. Ongoing	31-Mar-2017	Hadyn Robson
OSD Parks & Gardens 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure	Martin Rodman	OSD P&G 001 a Accident Reporting	Continue to develop a good culture of reporting accidents, incidents and near misses.	01-Apr-2017	Louisa Allen; Patrick Hegarty; Lucy Murphy
		OSD P&G 001 b Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	01-Apr-2017	Louisa Allen; Patrick Hegarty; Lucy Murphy
		OSD P&G 001 c Biennial	Net improvement of standards of H&S following biennial validation visits.	01-Apr-	Patrick

**OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public – Linked risks and actions**

Divisional Risk	Risk Owner	Linked Actions	Action Description	Due Date	Action Owner
		review of site health and safety by peer review		2017	Hegarty
		OSD P&G 001 d Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	01-Apr-2017	Louisa Allen; Lucy Murphy
		OSD P&G 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	01-Apr-2017	Martin Rodman

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Risk	Description (Cause, Event, Impact)	Current Risk Matrix	Target Risk Matrix	Risk Update	Action title	Action Due Date	Action Owner
OSD 002 Extreme weather	<p><b>Causes:</b> Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change</p> <p><b>Event:</b> Severe weather at one or more site</p> <p><b>Impact:</b> Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and</p>	 <p>Impact</p> <p>6</p>	 <p>Impact</p> <p>6</p>	<p>Departmental risks were reviewed by SLT on 13 June and amendments made to reflect the differing risk issues and actions at the different open spaces sites. In order to reduce the departmental risk to the target risk score we will deliver the various divisional actions. To avoid duplication the risks actions will only be listed at a local level but at a departmental level we will identify which of the divisional risks will help reduce</p>	<p>Implement the actions associated with the following divisional risks: OSD EF 009 OSD P&amp;G 005 OSD NLOS 003 OSD TC 005</p>	31-Mar-2019	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock

Risk	Description (Cause, Event, Impact)	Current Risk Matrix	Target Risk Matrix	Risk Update	Action title	Action Due Date	Action Owner
	impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.			this departmental risk.			

### OSD 002 Extreme weather – Linked risks and actions

Divisional Risk	Risk Owner	Linked Actions	Action Description	Due Date	Action Owner
OSD Cem & Crem 010 Extreme weather	Gary Burks	OSD CC 010 a Wind damage	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. Tree inspections Maintain staff with chainsaw qualifications	31-Mar-2017	Gary Burks
		OSD Epping Forest 009 Severe Weather Events	Paul Thomson	OSD EF 009 a Emergency plan	Review and update plan
		OSD EF 009 b Local Authority Liaison Officers	Organise and deliver LALO training to all managers on call rota	31-Aug-2016	Martin Newnham; Geoff Sinclair
		OSD EF 009 c Bronze/Silver/Gold working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX	31-Oct-2016	Martin Newnham; Bertrand Vandermarcq
		OSD EF 009 d VALEX (Validation Exercise)	Multi disciplinary validation exercise to take place covering a number of topics	30-Nov-2016	Martin Newnham; Bertrand

## OSD 002 Extreme weather – Linked risks and actions

Divisional Risk	Risk Owner	Linked Actions	Action Description	Due Date	Action Owner
					Vandermarcq
		OSD EF 009 e Severe weather protocol	Write, implement a severe weather protocol and ensure protocol is rolled out to all relevant staff	01-Apr-2017	Geoff Sinclair
		OSD EF 009 f Weekly monitoring of weather warning systems	Weekly monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings and fire severity index	01-Apr-2017	Jo Hurst
OSD North London Open Space 003 Extreme Weather Events	Bob Warnock	OSD NLOS 003 a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following and extreme weather event	31-Mar-2017	Bob Warnock
		OSD NLOS 003 b Review of site emergency plans	Site plans reviewed annually or following incident if appropriate. Next review date September 2016	31-Oct-2016	Richard Gentry
OSD Parks & Gardens Climate and Weather	Martin Rodman	OSD P&G 005 a Plant species	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	01-Apr-2017	Louisa Allen; Lucy Murphy
		OSD P&G 005 b Emergency plan	Review and update plan	31-Dec-2016	Louisa Allen; Lucy Murphy
		OSD P&G 005 c Weekly monitoring of warning systems	Weekly monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum	01-Apr-2017	Martin Rodman

Risk	Description (Cause, Event, Impact)	Current Risk Matrix	Target Risk Matrix	Risk Update	Action title	Action Due Date	Action Owner
OSD 004 Animal, Plant and Tree Diseases	<p><b>Causes:</b> Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues</p> <p><b>Event:</b> Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition.</p> <p><b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.</p>	<p>Impact</p> <p>12</p>	<p>Impact</p> <p>2</p>	<p>Departmental risks were reviewed by SLT on 13 June and amendments made to reflect the differing risk issues and actions at the different open spaces sites. In order to reduce the departmental risk to the target risk score we will deliver the various divisional actions. To avoid duplication the risks actions will only be listed at a local level but at a departmental level we will identify which of the divisional risks will help reduce this departmental risk.</p>	<p>Implement the actions associated with the following divisional risks: OSD EF 002 OSD CC 003 OSD NLOS 008 OSD P&amp;G 002</p>	01-Apr-2019	Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock

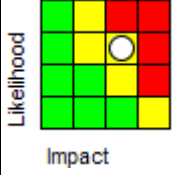
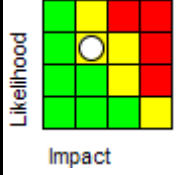
OSD 004 Animal, Plant and Tree Diseases – Linked risks and actions						
Risk	Risk Owner	Linked Actions	Description	Due Date	Action Owner	
OSD Cem & Crem 003 Deterioration of buildings, plant and machinery	Gary Burks	OSD CC 003 a Operational Property Review	Implementation of property review which aims to rationalise operational buildings across open spaces.	31-Jul-2016	Gary Burks	
		OSD CC 003 b Building R&M	Develop relationship with City Surveyors and ways of working to ensure AWP works are delivered Regular meetings with CS's Property Facilities Managers Input into 2017+ R&M specification and tender documents	31-Jul-2017	Gary Burks	
OSD Epping Forest 002	Paul	OSD EF 002 a Forest asset	Creation of a forest hydrological asset register for city surveyors	01-Apr-	Geoff Sinclair	

## OSD 004 Animal, Plant and Tree Diseases – Linked risks and actions

Risk	Risk Owner	Linked Actions	Description	Due Date	Action Owner
Decline in Assets condition	Thomson	register		2017	
		OSD EF 002 b Forest furniture audit and maintenance	Database to be created by CS Creation of maintenance plan of all forest furniture and then implement actions arising from plan	01-Apr-2017	Martin Newnham; Geoff Sinclair
		OSD EF 002 d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CS or delegated to site	31-Jul-2016	Jo Hurst
		OSD EF 002 e Annual building inspections	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required annually	01-Apr-2017	Jo Hurst
		OSD EF 002 f AWP	20 year programme of investment and maintenance of all built assets. Review annually.	01-Apr-2017	Jo Hurst
		OSD EF 002 g Upkeep of Great Gregories farm	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new building under the corporate insurance and create a maintenance budget for the upkeep if the building.	30-Nov-2016	Jeremy Dagley
		OSD EF 002 h Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	31-Jul-2017	Jo Hurst
<b>OSD North London Open Space 008</b> Maintenance of Divisional buildings and equipment	Bob Warnock	OSD NLOS 008 a Review of Property Assets	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process	31-Mar-2017	Richard Gentry
		OSD NLOS 008 b Liaison with Surveyors' Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about BRM and Projects. Regular review process	31-Mar-2017	Richard Gentry
<b>OSD Parks &amp; Gardens 002</b> Maintenance of buildings, memorials, play areas and equipment	Martin Rodman	OSD P&G 002 a Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	01-Apr-2017	Louisa Allen; Lucy Murphy
		OSD P&G 002 b Annual building inspections	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	01-Apr-2017	Louisa Allen; Lucy Murphy
		OSD P&G 002 c AWP	20 year programme of investment and maintenance of all built assets. Review annually.	01-Apr-2017	Martin Rodman

## OSD 004 Animal, Plant and Tree Diseases – Linked risks and actions

Risk	Risk Owner	Linked Actions	Description	Due Date	Action Owner
		OSD P&G 002 d Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	31-Jul-2017	Martin Rodman
		OSD P&G 002 e Memorial Management	Agreement on management of memorials between CSD, OSD and Diocese. Subject to regular inspection regime and topple testing (City Gardens section only).	01-Apr-2017	Louisa Allen

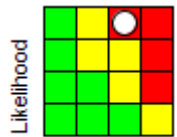

Risk	Description (Cause, Event, Impact)	Current Risk Matrix and score	Target Risk Matrix and score	Risk Update	Action title	Action Due Date	Action Owner
OSD 005 Animal, Plant and Tree Diseases 27	<p><b>Causes:</b> Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; ‘natural’ spread of pests and diseases from neighbouring areas.</p> <p><b>Event:</b> Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM ), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth</p> <p><b>Impact:</b> Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats.</p>	 12	 6	Departmental risks were reviewed by SLT on 13 June and amendments made to reflect the differing risk issues and actions at the different open spaces sites. In order to reduce the departmental risk to the target risk score we will deliver the various divisional actions. To avoid duplication the risks actions will only be listed at a local level but at a departmental level we will identify which of the divisional risks will help reduce this departmental risk.	Implement the actions associated with the following divisional risks: OSD EF 007 OSD EF 008 OSD NLOS 004 OSD P&G 004 OSD TC 004	01-Apr-2019	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock

## OSD 005 Animal, Plant and Tree Diseases – Linked risks and actions

Risk	Risk Owner	Linked Actions	Description	Due Date	Action Owner
OSD Cem & Crem 011 Tree and plant diseases	Gary Burks	OSD CC 011 a Tree surveys	Regular monitoring of trees Engagement of specialists where required	31-Mar-2017	Gary Burks
OSD Epping Forest 007 Pathogens	Paul Thomson	OSD EF 007 a Massaria survey	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	01-Apr-2017	Geoff Sinclair
		OSD EF 007 b Leaves miner moth on horse chestnut	Trial inoculation of infected trees to be undertaken by specialist contractor	30-Jun-2015	Geoff Sinclair
		OSD EF 007 c Survey Oaks for Acute Oak Decline	Yearly inspection of 600 of the ancient oaks across the centre of the forest. Annual activity.	31-Dec-2016	Jeremy Dagley
		OSD EF 007 d Sudden Oak Death	Yearly inspection of all Rhododendron and Larch. Tender of Larch removal. To be done yearly	01-Apr-2017	Jeremy Dagley
		OSD EF 007 e Biodiversity policy	Need to develop a biosecurity policy and then implement.	30-Nov-2016	Jeremy Dagley
OSD Epping Forest 008 Invasive Non Native Species (INNS)	Paul Thomson	OSD EF 008 a Biosecurity training	Biosecurity training for all surveying staff	30-Nov-2016	Martin Newnham
		OSD EF 008 b INNS monitoring	Monitor on a very regular basis and react to issues identified as and when. Ongoing	01-Apr-2017	Jeremy Dagley; Martin Newnham; Geoff Sinclair
		OSD EF 008 c INNS policy	Develop an INNS policy	01-Apr-2017	Jeremy Dagley
OSD North London Open Space 004 Plant and Tree Disease	Bob Warnock	OSD NLOS 004 a Tree and Plant Procurement	Sourcing of plants / trees through approved suppliers. Review six monthly	31-Mar-2017	Richard Gentry
		OSD NLOS 004 b OPM monitoring	Trained arboricultural staff carrying out spraying of Oak in previously infected areas	31-Mar-2017	Richard Gentry



Risk	Description (Cause, Event, Impact)		Current Risk Matrix and score	Target Risk Matrix and score	Risk Update	Action title	Action Due Date	Action Owner
OSD Parks & Gardens 004 Tree Diseases and other pests	Martin Rodman	OSD P&G 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/ prevention.				01-Apr-2017	Louisa Allen; Lucy Murphy
		OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract				01-Apr-2017	Louisa Allen; Lucy Murphy
		OSD P&G 004 c Emergency alerts	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice				01-Apr-2017	Martin Rodman
		OSD P&G 004 d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.				01-Apr-2017	Louisa Allen; Lucy Murphy
OSD The Commons 004 Tree Diseases and Other Pests	Andy Barnard	OSD TC 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/ prevention.				31-Mar-2017	Hadyn Robson
		OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel				31-Mar-2017	Hadyn Robson
		OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England				31-Mar-2017	Hadyn Robson
		OSD TC 004 d Biosecurity	Measures in place for staff, volunteers and contractors including public messages				31-Mar-2017	Hadyn Robson

Risk	Description (Cause, Event, Impact)	Current Risk Score & Matrix	Target Risk Score & Matrix	Risk Update	Action title	Action Due Date	Action Owner
OSD 006 Impact of housing and/or transport development	<b>Cause:</b> Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry	 Likelihood Impact 16	 Likelihood Impact 6	Departmental risks were reviewed by SLT on 13 June and amendments made to reflect the differing risk issues and actions at the different open spaces sites. In order to reduce the departmental risk to the target	Implement the actions associated with the following divisional risks: OSD EF 010 OSD P&G 007	01-Apr-2019	Andy Barnard; Martin Rodman; Paul Thomson

Risk	Description (Cause, Event, Impact)	Current Risk Score & Matrix	Target Risk Score & Matrix	Risk Update	Action title	Action Due Date	Action Owner
Page 30	<p>out necessary monitoring/research, lack of partnership working with Planning Authorities</p> <p><b>Event:</b> Major development near an open space</p> <p><b>Impact:</b> Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.</p>			<p>risk score we will deliver the various divisional actions. To avoid duplication the risks actions will only be listed at a local level but at a departmental level we will identify which of the divisional risks will help reduce this departmental risk.</p>	OSD TC 002		

OSD 005 Impact of housing and/or transport development – Linked risks and actions					
Risk	Risk Owner	Linked Actions	Description	Due Date	Action Owner
OSD Epping Forest 010 Development Consents close to Forest Land	Paul Thomson	OSD EF 010 a Local authorities/Counties Local Plans and Core Strategies	Epping Forest DC local plan – Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans – respond to any further consultation.	31-Dec-2017	Jeremy Dagley
		OSD EF 010 b Natura 2000/Special Area of Conservation (SAC)	Agree a joint approach with Natural England and responses to development pressure on SAC	31-Dec-2016	Jeremy Dagley
		OSd EF 010 c Forest	Negotiate renewal with Essex County Council and extend to cover London	31-Mar-	Jeremy Dagley

**OSD 005 Impact of housing and/or transport development – Linked risks and actions**

Risk	Risk Owner	Linked Actions	Description	Due Date	Action Owner
		transport strategy	Borough's	2017	
		OSD EF 010 d NGAP package	Meet with LBE and influence outcome of their NGAP project	31-Mar-2017	Jeremy Dagley
<b>OSD North London Open Space 011</b> Impact of housing and population and transport increase	Bob Warnock	OSD NLOS 011 a Local Authority relationships	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet and Haringey in regard to planning issues which may impact the open spaces.	31-Oct-2016	Richard Gentry
		OSD NLOS 011 b Local planning documents	Respond to consultation on the local plans to help influence the content of the document.	31-Oct-2016	Richard Gentry
		OSD NLOS 011 c Planning applications	A consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to planning activities.	31-Mar-2017	Richard Gentry
<b>OSD Parks &amp; Gardens 007</b> Population Increase (residential and worker)	Martin Rodman	OSD P&G 007 a Local authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	01-Apr-2017	Louisa Allen; Lucy Murphy; Martin Rodman
<b>OSD The Commons 002</b> Local Planning Issues	Andy Barnard	OSD TC 002 a Local authorities/Counties Local Plans and Core Strategies	Inclusion in core strategy planning documents – where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when	31-Mar-2017	Hadyn Robson
		OSD TC 002 b Monitoring of impacts	Active monitoring of pollution where possible Active monitoring of environmental impacts – where possible Undertake research – where appropriate and where resources allow Ongoing	31-Mar-2017	Hadyn Robson

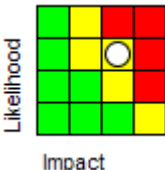
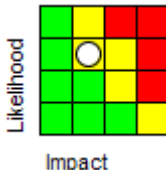
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# Appendix 2: Open Spaces All Divisions Risk Register

Generated on: 24 June 2016

Rows are sorted Division and by Risk Score

## PARKS AND GARDENS – Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment Nov-2015 Martin Rodman	<b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues <b>Event:</b> Operational or public buildings, playground equipment and other assets become unusable <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme. Lack of budget to replace.		12	Assets inspected regularly by OSD and CSD staff (APFM). Budget set aside when available to undertake supported works  09 Jun 2016		6	01-Aug-2017	↔  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD P&G 002 a Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	Improved APFM attendance and diligence at both sections within the division, leading to improved follow-up and actions post reporting.		Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017		
OSD P&G 002 b Annual building inspections	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually			Louisa Allen; Lucy Murphy		01-Apr-2017		
OSD P&G 002 c AWP	20 year programme of investment and maintenance of all built assets. Review annually.	Funding of AWP is subject to prioritisation and decision by committee		Martin Rodman	09-Jun-2016	01-Apr-2017		
OSD P&G 002 d Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	Currently under review		Martin Rodman	09-Jun-2016	31-Jul-2017		
OSD P&G 002 e Memorial Management	Agreement on management of memorials between CSD, OSD and Diocese. Subject to regular inspection regime and topple testing (City Gardens section only).	Bunhill Fields now documented and fully compliant. Remaining memorials within the Square Mile: Schedule of statutory memorial checks and visits to be		Louisa Allen	09-Jun-2016	01-Apr-2017		


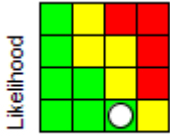
		arranged, undertaken across all City Gardens by Diocese. 20 year programme of investment and maintenance of all memorial assets to be agreed. Review annually. In-house training for topple-testing and tagging of memorials taken place.			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD P&amp;G 004 Tree Diseases and other pests</b>  Nov-2015 Martin Rodman	<b>Causes:</b> Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc <b>Event:</b> Sites become infected by plant or tree diseases <b>Impact:</b> Threat to human health, either directly or indirectly. Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance.	 Likelihood	<b>12</b> Impact	Staff trained in pest & disease identification and alerts issued through departmental forum. Annual monitoring of tree stock in accordance with Tree Safety Policy. Departmental biosecurity policy adopted.  <b>09 Jun 2016</b>	 Likelihood	<b>4</b> Impact	01-Apr-2017	  No change
OSD P&G 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/ prevention.		Ongoing	Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017		
OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract			Louisa Allen; Lucy Murphy		01-Apr-2017		
OSD P&G 004 c Emergency alerts	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice			Martin Rodman		01-Apr-2017		
OSD P&G 004 d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.		Ongoing	Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017		


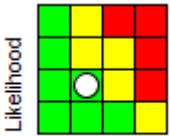

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD P&amp;G 005 Climate and Weather</b> 25-Nov-2015 Martin Rodman	<b>Causes:</b> Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced <b>Event:</b> Severe weather/climate impacts at one or more sites <b>Impact:</b> Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of habitats and species.	 Likelihood	12	Continue to monitor and manage site in accordance with controls stated.  <b>09 Jun 2016</b>	 Likelihood	6	01-Apr-2017	↔  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
<b>PAGE 35</b> OSD P&G 005 a Plant species	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.			Louisa Allen; Lucy Murphy		01-Apr-2017		
OSD P&G 005 b Emergency plan	Review and update plan	Reviewed annually following implementation and test		Louisa Allen; Lucy Murphy	09-Jun-2016	31-Dec-2016		
OSD P&G 005 c Weekly monitoring of warning systems	Weekly monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum	Monitoring that non-email staff receive the information (e.g. through team talks and staff notice boards)		Martin Rodman	09-Jun-2016	01-Apr-2017		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD P&amp;G 007 Population Increase (residential and worker)</b>	<b>Causes:</b> Pressure on planning authorities to meet housing targets and needs <b>Event:</b> Population increases and increased worker numbers in Square Mile creating increased pressure on green space and facilities	 Likelihood	12	Continuing to monitor visitor numbers. Ground renovation works undertaken spring 2016 to alleviate compaction issues and allow ground to recover the worst affected areas.	 Likelihood	6	01-Apr-2017	↔
		Impact			Impact			

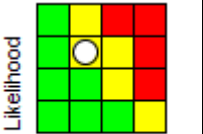
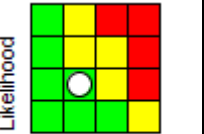
25-Nov-2015 Martin Rodman	<b>Impact:</b> Increase in visitor numbers causing additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.			<b>09 Jun 2016</b>				No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 007 a Local authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	LBN planning portal updates received, flagging latest consultations. Close working relationship with Planning colleagues in City.			Louisa Allen; Lucy Murphy; Martin Rodman	09-Jun-2016	01-Apr-2017	

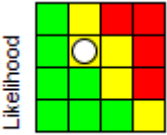
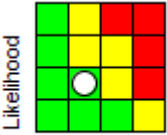

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD P&amp;G 008</b> <b>Major Incident resulting in prolonged 'Access Denial'</b> 09-Jun-2016 Martin Rodman	<b>Causes:</b> Pandemic; deliberate act of terrorism. <b>Event:</b> Major incident, terrorism,; evacuation of East London; aircraft crash; failure of underground services. <b>Impact:</b> Multiple loss of life; inability to access and manage sites; long-term damage to personnel team, sites, assets and reputation.		<b>8</b>	Local Authority Civil Contingency Plans; Parks & Gardens Emergency Plan  <b>09 Jun 2016</b>		<b>4</b>	01-Apr-2017	
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 008 a Emergency Plan	Review and update emergency plan	Undertaken - end autumn 2015. Will be reviewed following a year's implementation and test.			Martin Rodman	09-Jun-2016	31-Dec-2016	
OSD P&G 008 b Resilience Forum	Attendance at Resilience Forum and dissemination of learning therefrom.	Superintendent is Departmental representative.			Martin Rodman	09-Jun-2016	01-Apr-2017	
OSD P&G 008 c Training	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	Training undertaken by relevant team members spring/summer 2016 and rolled out through staff meetings. Ongoing action.			Louisa Allen; Lucy Murphy; Martin Rodman	09-Jun-2016	01-Apr-2017	



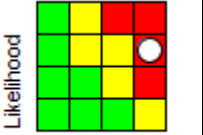
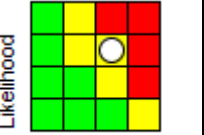

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD P&amp;G 001 Increase in Health and Safety incidents/Catastrophic Health &amp; Safety failure</b> 25-Nov-2015 Martin Rodman	<b>Causes:</b> Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. <b>Event:</b> Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. <b>Impact:</b> Injury to staff, volunteer(s), contractor(s) or member of the public. Prosecution and fine by HSE and/or Police; increased insurance premiums; harm to City's reputation.	 Likelihood Impact	6	Biennial Peer Review of Health (due Nov 2016) Contractor Protocol Introduced (April 2015). Vehicle/driver safety currently being reviewed corporately.  <b>09 Jun 2016</b>	 Likelihood Impact	4	31-Mar-2017	  Decreased Risk Score
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD P&G 001 a Accident Reporting	Continue to develop a good culture of reporting accidents, incidents and near misses.	Continued use of Santia reporting system is helping to achieve this culture as it is easier for staff to report any issues and for continuity of investigations and reports		Louisa Allen; Patrick Hegarty; Lucy Murphy	09-Jun-2016	01-Apr-2017		
OSD P&G 001 b Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.			Louisa Allen; Patrick Hegarty; Lucy Murphy		01-Apr-2017		
OSD P&G 001 c Biennial review of site health and safety by peer review	Net improvement of standards of H&S following biennial validation visits.			Patrick Hegarty		01-Apr-2017		
OSD P&G 001 d Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	Trained and experienced staff familiar with the New Roads and Street Works Act 1991. Training and certification for staff – operative and supervisor level 'Street Works' renewed every 5 years. Tool box talk before activity. RAMS reviewed annually. Work ongoing to capture departmental wide training standards via consistent RA		Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017		

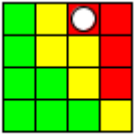
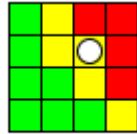

OSD P&G 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Periodic reminder of importance including attendance and actions.	Martin Rodman	09-Jun-2016	01-Apr-2017
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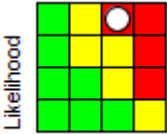
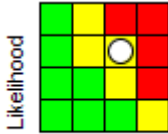

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 003 Finance - SBR Roadmap Nov-2015 Martin Rodman	<p><b>Causes:</b> Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues</p> <p><b>Event:</b> Division is unable to deliver its roadmap programmes to agreed targets and timescales. Adverse workload impact on service delivery. Closure of the Nursery at WHP</p> <p><b>Impact:</b> Divisional failure - Alternative savings required that may not best suit culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver ‘existing level of services’ declines. Negative press, reputational damage.</p>	 Likelihood Impact	6	<p>All projects are proceeding according to divisional roadmap. 16/17 savings built into Local Risk Budgets. Further non-roadmap projects identified as security against budget shortfall.</p> <p><b>09 Jun 2016</b></p>	 Likelihood Impact	4	31-Mar-2018	↔  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD P&G 003 a Financial management and project planning	Deliver the Programmes and projects that will help achieve SBR savings	<p>Good budget profile performance for 2015/16 (and historically). SBR projects are currently in line with roadmap timetable. Additional projects proceeding through Corporate Project Procedure gateways. Additional income streams sought to offset impact of savings.</p>		Martin Rodman	09-Jun-2016	31-Mar-2018		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 006 Public Behaviour 25-Nov-2015 Martin Rodman	<p><b>Causes:</b> Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol.</p> <p><b>Event:</b> litter, dog fouling, dog attacks, public incursions, anti-social behaviour</p> <p><b>Impact:</b> Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour</p>	 <p>Likelihood</p> <p>Impact</p>	6	Regular liaison with police and other bodies to assist with incidents in the area e.g. vandalism, burglaries in local areas and break ins at residential and operational properties on site. <b>09 Jun 2016</b>	 <p>Likelihood</p> <p>Impact</p>	4	01-Apr-2017	  Decreased Risk Score
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD P&G 006 a Conflict Management Training	Staff conflict management training up to date through use of both internal and bought-in expertise	NLOS delivered a series of training courses in how to manage commonly-occurring		Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017		
OSD P&G 006 b Develop and improve joint working	Develop stronger links and become a trusted partner with LBN. New relationships with officers in local authorities need developing	Ongoing action		Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017		
OSD P&G 006 c Controlling dogs through Dog Control Orders	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required			Louisa Allen; Lucy Murphy		01-Apr-2017		
OSD P&G 006 d Approach to anti-social behaviour	Ensure multi-disciplinary approach in place			Louisa Allen; Lucy Murphy		01-Apr-2017		

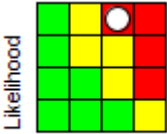
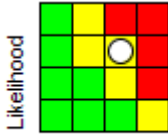
# EPHING FOREST – Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 002 <b>Decline in Assets condition</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Poor maintenance, failure to implement recommendations. <b>Event:</b> Failure to meet statutory regulations and checks. Buildings deteriorate to unusable/unsafe condition. <b>Impact:</b> Poor condition of Assets, loss of value, cost of repair. Fines from Local Authority, and other statutory bodies.	 Likelihood	24	Regular assets inspection Budget set aside for carrying out recommended works  <b>31 May 2016</b>	 Likelihood	12	31-Aug-2017	  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD EF 002 a Forest asset register	Creation of a forest hydrological asset register for city surveyors	Completed awaiting decision on responsibilities allocation between city surveyor and open spaces		Geoff Sinclair	18-May-2016	01-Apr-2017		
OSD EF 002 b Forest furniture audit and maintenance	Database to be created by CS Creation of maintenance plan of all forest furniture and then implement actions arising from plan	Staff undertaking Juno PS training.		Martin Newnham; Geoff Sinclair	18-May-2016	01-Apr-2017		
OSD EF 002 d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CS or delegated to site	Mixed results and continuity regarding scheduling and remedial work of PPM		Jo Hurst	18-May-2016	31-Jul-2016		
OSD EF 002 e Annual building inspections	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required annually	11 visits carried out but improvement required on paperwork. Tenanted buildings to be added to the list		Jo Hurst	18-May-2016	01-Apr-2017		
OSD EF 002 f AWP	20 year programme of investment and maintenance of all built assets. Review annually.	Funding of AWP is subject to senior level decision		Jo Hurst	18-May-2016	01-Apr-2017		
OSD EF 002 g Upkeep of Great Gregories farm	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new building under the corporate insurance and create a maintenance budget for the upkeep if the building.	Building registered		Jeremy Dagley	09-Jun-2016	30-Nov-2016		
OSD EF 002 h Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	Currently under costed review		Jo Hurst	18-May-2016	31-Jul-2017		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD EF 008 Invasive Non Native Species (INNS)</b>  19-Aug-2015 Paul Thomson	<b>Causes:</b> Lack of adequate controls on international trade encourages transmission of invasive non-native species; inadequate site biosecurity often through conscious public release of INNS within Forest <b>Event:</b> Sites become occupied by INNS which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some INNS have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a) <b>Impact:</b> loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites.	 Likelihood	<b>16</b>  Impact	Monitoring programmes remain in place. Spread of INNS continues to be a risk. Regular review <b>31 May 2016</b>	 Likelihood	<b>12</b>  Impact	01-Apr-2017	  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD EF 008 a Biosecurity training	Biosecurity training for all surveying staff	Include APHA forestry commission and lead SME from APHA		Martin Newnham	19-May-2016	30-Nov-2016		
OSD EF 008 b INNS monitoring	Monitor on a very regular basis and react to issues identified as and when. Ongoing	Deer census complete north of the M25. South M25 ongoing Giant hogweed and Japanese knotweed database between keepers and Environmental stewardship officer has been running for 5 years Addressing floating pennywort and crassula on an ad hoc basis as required.		Jeremy Dagley; Martin Newnham; Geoff Sinclair	19-May-2016	01-Apr-2017		
OSD EF 008 c INNS policy	Develop an INNS policy			Jeremy Dagley		01-Apr-2017		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD EF 010 Development Consents close to Forest Land</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Lack of suitable protections in EF Acts; Planning Authorities obligations to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of resources to employ specialist support or carry out necessary monitoring/research <b>Event:</b> Large housing; transport infrastructure or other developments on land affecting Epping Forest. <b>Impact:</b> Change in character to the context and setting of Forest Land. Potential increase in visitor numbers and recreational pressure. Increased in air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network.	 Likelihood	16  Impact	In the last 12 months there has been an increase of use of green belt for developments and development of current houses into flats. <b>19 May 2016</b>	 Likelihood	12  Impact	31-Mar-2018	  Increased Risk Score
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD EF 010 a Local authorities/Counties Local Plans and Core Strategies Page 42	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.			Jeremy Dagley		31-Dec-2017		
OSD EF 010 b Natura 2000/Special Area of Conservation (SAC)	Agree a joint approach with Natural England and responses to development pressure on SAC			Jeremy Dagley		31-Dec-2016		
OSd EF 010 c Forest transport strategy	Negotiate renewal with Essex County Council and extend to cover London Borough's			Jeremy Dagley		31-Mar-2017		
OSD EF 010 d NGAP package	Meet with LBE and influence outcome of their NGAP project	NGAP removed from their LBE NEEAAP		Jeremy Dagley	19-May-2016	31-Mar-2017		

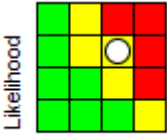
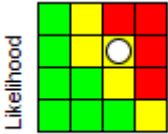

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD EF 012 Loss of Forest Land and/or concession of prescriptive rights</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Lack of single definitive reference point for Epping Forest boundaries and accesses. <b>Event:</b> Failure to recognise encroachments or legal limitation by the failure to act within a reasonable period of time. <b>Impact:</b> compromising statutory responsibility through loss of Forest Land to encroachment; concession of prescriptive rights and loss of potential income; significant costs and jeopardy of litigation in recovering rights; harm to City of London's reputation as Conservators	 Likelihood Impact	<b>16</b>	Status of 32 disputed areas to be determined Legal advice to be sought on key issues Initial registration completed with Land Registry <b>31 May 2016</b>	 Likelihood Impact	<b>12</b>	31-Mar-2018	  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD EF 012 a Access audit training	Land Officer delivering training on access so that the correct information can be gathered for validation			Sue Rigley		31-Aug-2016		
OSD EF 012 b Audit timetable	Establish timetable to undertake sequence of audits	Compartment 1 and 16 are ready for audit Further compartments will follow over the next ten months		Jeremy Dagley; Sue Rigley	26-May-2016	31-Jan-2017		
OSD EF 012 c Undertake timetabled audits	Keeper team to undertake audits. this will be cyclical and ongoing			Martin Newnham		31-Dec-2017		
OSD EF 012 d Assessment of the audits in partnership with CS and CCS	Work with City Surveyors and Comptrollers and Solicitors Department to consider if legal action is required to settle disputes. Ongoing			Sue Rigley		31-Dec-2017		

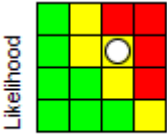
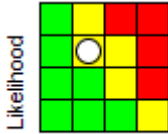

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 016 <b>Financial management and loss of income</b> 18-May-2016 Paul Thomson	<p><b>Causes:</b> COL facing austerity efficiencies: revisions to EU common agricultural policy (CAP) regulation, transition to Basic Payment Scheme (BPS) and UK interpretation and tightening of qualifying eligibility criteria. Failure to deliver to spend profile may result in loss of budget; lack of skills/capacity to deliver income generation projects; unrealistic initial targets and deadlines. Possible impact of Brexit.</p> <p><b>Event:</b> Reduction deficit funding from the COL; reductions in direct grant available from the Environment Agency or Rural Payments Agency (RPA) to deliver agricultural/conservation activity; especially conservation grazing. Division is unable to deliver spend to profile or income generation programmes to agreed targets and timescales. Adverse workload impact on service delivery.</p> <p><b>Impact:</b> Reduction in income. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing partnership. Reduction / loss of biodiversity.</p>	 <p>Likelihood</p> <p>Impact</p>	16		 <p>Likelihood</p> <p>Impact</p>	12	31-Oct-2017	↔  No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD EF 016 a Basic Payment Scheme	Apply for funding from the RPA - annual process	Yearly application process Potential for fines if do not respect the funding brief. Risk inherent in this European funding if changes to country's position within Europe Reductions of grant in order of 10 - 12% has been made which has been offset by claims from other areas Further regulations and inspections are likely to further constrain the ability to claim on commons available for grazing. Excess entitlements may be sold or transferred			Jeremy Dagley	31-May-2016	31-Aug-2016	
OSD EF 016 b Business merger for RPA	Complete the merger of EF and The Commons under the single SBI and assess risks of claim area in relation to future inspections	Merger progress approx 60% and inspection risk progress approx 10%			Jeremy Dagley	31-May-2016	31-Mar-2017	
OSD EF 016 c Budget review	Effective budget management through use of new profiling information, in-year review/ reallocation in September. Monthly meetings with budget holders.	Aggregating and refining budgets to improve monitoring			Jo Hurst	31-May-2016	31-Mar-2017	

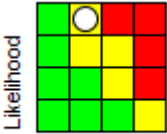
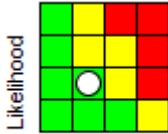


	Monthly reporting and monitoring. Ongoing process			
OSD EF 016 d SBR savings	Income and expenditure targets across project streams with monthly monitoring and review		Paul Thomson	01-Apr-2017



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD EF 003 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Lack of grazing pressure; Invasive Non Native Species (INNS); anthropogenic nitrogen deposition; atmospheric pollution; and climate change. <b>Event:</b> Unfavourable assessment by Natural England. <b>Impact:</b> Decrease in % SSSI area in favourable condition (currently 35.42%); decrease in %SSSI area in unfavourable recovering (currently 48.24%); loss of grant funding; harm to City's reputation. Fines from Natural England and Defra	 Likelihood	12	Work programme focussed on SSI / SAC recovery projects Countryside Stewardship Grant programme focussed on wood pasture restoration (until 2018). Heritage Lottery Fund Programme investment in Grazing Expansion Plan 2013 to 2018  <b>31 May 2016</b>	 Likelihood	4	01-Jan-2018	↔  No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD EF 003 a Countryside stewardship grant	Prepare application for new stewardship	The review of CAP has reduced funding available			Jeremy Dagley	18-May-2016	01-Jan-2018	
OSD EF 003 b Biodiversity 2020	Create plan of action for 5 compartments within existing resources	Meetings with Natural England have taken place on site			Jeremy Dagley	18-May-2016	01-Apr-2017	
OSD EF 003 c Remodel grazing expansion plan and implement	Remodel grazing expansion plan so that appropriate to the resources available. Build up the number of animals and manage parts of the forest for grazing.	Using additional animals from different breeds. New wintering facility in use at Great Gregories although expansion required. Decision outstanding on contractual arrangements arising from remodelled plan			Jeremy Dagley	18-May-2016	01-Jan-2018	

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 007 Pathogens 19-Aug-2015 Paul Thomson	<b>Causes:</b> Lack of adequate controls on international trade encourages transmission of pathogens; inadequate site biosecurity; and spread of novel pathogens responding to changes in climate presence of suitable hosts. <b>Event:</b> Sites become infected by pathogens causing diseases which lead to the decline or loss of key species <b>Impact:</b> loss or decline of key species; temporary site closures; increased costs for biosecurity, monitoring and reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.	 Likelihood Impact	12	Biosecurity measures are in place for staff, volunteers and contractors <b>31 May 2016</b>	 Likelihood Impact	12	01-Apr-2017	 No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD EF 007 a Massaria survey	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Initial works arising from the survey have been carried out. The undertaking of the survey and arising actions is an ongoing process.		Geoff Sinclair	19-May-2016	01-Apr-2017		
OSD EF 007 b Leaves miner moth on horse chestnut	Trial inoculation of infected trees to be undertaken by specialist contractor	Process was not successful		Geoff Sinclair	19-May-2016	30-Jun-2015		
OSD EF 007 c Survey Oaks for Acute Oak Decline	Yearly inspection of 600 of the ancient oaks across the centre of the forest. Annual activity.	Going forward there will be a link with the Forestry research		Jeremy Dagley	19-May-2016	31-Dec-2016		
OSD EF 007 d Sudden Oak Death	Yearly inspection of all Rhododendron and Larch. Tender of Larch removal. To be done yearly	Discussions taken place about contracting out for the removal of all Larch at warren plantation		Jeremy Dagley	19-May-2016	01-Apr-2017		
OSD EF 007 e Biodiversity policy	Need to develop a biosecurity policy and then implement.	Have discussion and create plan for biosecurity feasibility of implementation		Jeremy Dagley	19-May-2016	30-Nov-2016		

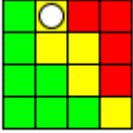
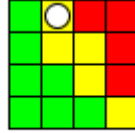

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 009 Severe Weather Events 19-Aug-2015 Paul Thomson	<b>Causes:</b> Severe gale and storm events, prolonged precipitation/increased precipitation events or restricted precipitation increasing Fire Severity. <b>Event:</b> Severe weather events including periods of drought; flooding; gales; and increased Fires Severity. <b>Impact:</b> Risk of injury or death to staff, visitors, contractors and volunteers. Loss of habitat/public access and intensification of visitor pressure on other areas of Forest; Damage/loss of rare/fragile habitats and species; Incidents increase demand for staff resources to respond to maintain public and site safety; loss of species, temporary site closures; increased costs for reactive management.	 Likelihood	12	Cutting of firebreaks completed Sept 15.  31 May 2016	 Likelihood	6	31-Dec-2016	  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD EF 009 a Emergency Plan	Review and update plan	Will be reviewed following a year implementation and test		Martin Newnham	19-May-2016	31-Dec-2016		
OSD EF 009 b Local Authority Liaison Officers	Organise and deliver LALO training to all managers on call rota			Martin Newnham; Geoff Sinclair		31-Aug-2016		
OSD EF 009 c Bronze/Silver/Gold working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX			Martin Newnham; Bertrand Vandermarcq		31-Oct-2016		
OSD EF 009 d VALEX (Validation Exercise)	Multi disciplinary validation exercise to take place covering a number of topics			Martin Newnham; Bertrand Vandermarcq		30-Nov-2016		
OSD EF 009 e Severe weather protocol	Write, implement a severe weather protocol and ensure protocol is rolled out to all relevant staff	Training of the new protocol has been delivered to admin staff, operation staff and senior forest keepers but is need to cascade this down to all levels. More training needed for Forest keepers and Visitor Services staff.		Geoff Sinclair	19-May-2016	01-Apr-2017		
OSD EF 009 f Weekly monitoring of weather warning systems	Weekly monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings and fire severity index	Monitoring that non-email staff receive the information		Jo Hurst	19-May-2016	01-Apr-2017		



Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 001 <b>Increase in Health and Safety incidents/Catastrophic Health &amp; Safety failure</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not undertaken or completed incorrectly; inadequate appropriate training; failure to implement the results of audits. <b>Event:</b> Staff, volunteers contractors or licensees undertake unsafe working practices <b>Impact:</b> Injury or death of staff, volunteer(s), contractor(s) or licensee(s), volunteer or member of the public. Prosecution by HSE and/or Police; increased insurance premiums; harm to City's reputation. Fine from HSE	 Likelihood	8		 Likelihood	4	31-Jul-2017	↔  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD ED 001 d Accident Reporting	Continue to develop a good culture of reporting accidents and incidents and near misses.	Continued use of Santia reporting system is helping to achieve this culture as its easier for staff to report any issues and for continuity of investigations and reports		Jo Hurst	17-May-2016	01-Apr-2017		
OSD EF 001 a Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.			Jo Hurst		01-Apr-2017		
OSD EF 001 b Biennial review of site health and safety by peer review	Net improvement of standards of H&S following 2013 and 2015 validation visits.	Actions outstanding from peer review as awaiting funding		Jo Hurst	17-May-2016	01-Apr-2017		
OSD EF 001 c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	Work ongoing to capture departmental wide training standards via consistent RA		Jo Hurst	17-May-2016	01-Apr-2017		
OSD EF 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Periodic reminder of importance including attendance and actions.		Paul Thomson	17-May-2016	01-Apr-2017		
OSD EF 001 f Annual licensees checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	2 of the licensees are failing to provide documentation		Jo Hurst	17-May-2016	30-Jun-2017		



OSD EF 001 g Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.		Patrick Hegarty		31-Dec-2016
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 004 Erislandia Reservoirs 18-Aug-2015 Paul Thomson	<b>Causes:</b> Inadequate design, insufficient prescribed maintenance, leaks compromising dam integrity, failure to implement Panel Engineer's Recommendations, failure to keep dams clear of vegetation; failure to maintain Blue Books, failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR <b>Event:</b> Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse <b>Impact:</b> Loss of life. Damage to downstream land/property. Litigation. Risk of prosecution. Reputational harm. Damage to/loss of habitat and associated rare species. Fines from EA		8			4	31-May-2017	↔ No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD EF 004 a Panel engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October	Obtained copy of engineers report		Martin Newnham; Geoff Sinclair	18-May-2016	15-May-2017		
OSD EF 004 b Eagle Ponds	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. Survey the outward toe of the dam pending decision on shared responsibility	Surveyed the outward toe of the dam pending decision on shared responsibility with London Borough of Redbridge		Geoff Sinclair	09-Jun-2016	31-Oct-2016		

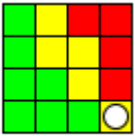
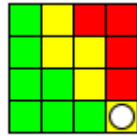

	with London Borough of Redbridge				
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	water levels checked weekly and gates released as and when required	Martin Newnham	18-May-2016	30-Apr-2017
OSD EF 004 d Clearance work	LBR maintenance programme implemented - ongoing		Geoff Sinclair		30-Apr-2017
OSD EF 004 e Baldwins Pond and Birch Hall Park Pond	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Awaiting recategorization of raised reservoirs A to C. Most of EF's are moving to B's	Geoff Sinclair	18-May-2016	30-Apr-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 011 Wanstead Park – Heritage at Risk Register 01 Aug-2015 Paul Thomson	<b>Causes:</b> Grade II* Registered Park and Garden Wanstead Park has been on the “Heritage at Risk” register since 2009, listed as in declining condition. Further restoration by four landowners is required to halt deterioration in condition and secure continued abstraction licence. <b>Event:</b> Failure to complete <b>Impact:</b> Continuing deterioration of at risk heritage features; education and interpretation opportunities missed; deteriorating state impacts negatively on the City’s reputation Fines from English Heritage in respect of listed buildings	Likelihood 	8	Hydrology study completed identifying shortfalls in water budget  <b>31 May 2016</b>	Likelihood 	8	01-Jan-2018	  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD EF 011 a Conceptual options plan	Develop, consult and obtain committee approval for conceptual option plan	Draft completed and currently going through stakeholder consultation.		Geoff Sinclair	26-May-2016	30-Nov-2017		
OSD EF 011 b Funding for implementation of plan	Identify potential funding / partners and submit bid. Funders may include HLF			Paul Thomson		31-Dec-2017		

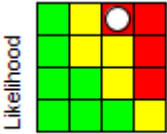
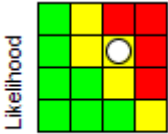
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 013 Loss of knowledge in skilled staff / Difficulties in recruitment 19-Aug-2015 Paul Thomson	<b>Cause:</b> Previous reliance on memory-based rather than documentary records; Retirements amongst ageing workforce; Remuneration and benefits package increasing uncompetitive for market sector <b>Event:</b> Loss of knowledge and skills. <b>Impact:</b> Extra training needs, difficulty in recruitment or induction of new staff	 Likelihood	8		 Likelihood	4	31-Mar-2017	↔  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD EF 013 a Key role assessment actions	Identify key roles where officers are nearing retirement or expressing development needs or desire to leave COL/Open Spaces Review this data annually via PDR's and one to one's Succession plan drawn up by DMT and agreed by Superintendent/HR support for Key roles	Succession planning identified in workplace plan PDR and one to one's used to assess likely loss of key staff Partial plan has been drawn up for some key roles but further work required		Jo Hurst	31-May-2016	31-Mar-2017		
OSD EF 013 b Increase process documentation	Increase documentation of memory based knowledge Ensure that information needed for emergency situations and out of hours is written down forming part of a pack Move collected data onto the GIS system			Jo Hurst; Martin Newnham		30-Sep-2016		
OSD EF 013 c Appointment cross-over	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR			Jo Hurst		31-Mar-2017		

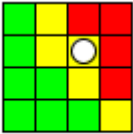
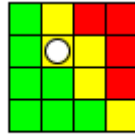
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 014 <b>Major Incident resulting in prolonged 'Access Denial'</b> 19-Aug-2015 Paul Thomson	<b>Causes:</b> Pandemic; Human error, mechanical failure or deliberate act of terrorism. <b>Event:</b> Major incident, terrorism,; evacuation of East London; aircraft crash; failure of underground services; major pollution incident from M25 Pollution from septic tanks or cattle buildings. <b>Impact:</b> damage to and loss of Forest habitat; threat to existing conservation status of sites; reduced income from licensees unable to trade; costs of remediation and staff engagement. Fines from EA for pollution incidents	 Likelihood	8		 Likelihood	4	30-Nov-2016	↔  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD EF 014 a Emergency Plan	Review and update emergency plan	Done - end March 2016. Will be reviewed following a years implementation and test.		Martin Newnham	31-May-2016	01-Apr-2017		
OSD EF 014 b LALO training	Relevant staff undertake LALO training	Awaiting training date. All managers on the call rota to attend		Martin Newnham; Geoff Sinclair	31-May-2016	31-Aug-2016		
OSD EF 014 c Bronze/Silver/Gold working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX	Training planned for Nov 16		Martin Newnham	09-Jun-2016	31-Oct-2016		
OSD EF 014 d VALEX (validation exercise)	Multi disciplinary validation exercise to take place covering a number of topics			Martin Newnham; Bertrand Vandermarcq		30-Nov-2016		

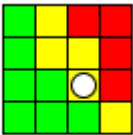
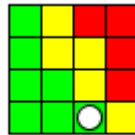


Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 015 <b>Public behaviour</b>  19-Aug-2015 Paul Thomson	<b>Causes:</b> Crime, irresponsible dog owners, rough sleepers, User conflict, trespass, alcohol. <b>Event:</b> Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social behaviour <b>Impact:</b> Bad PR, injury to visitors, insurance claims, police exclusion zones, rise in crime rates, illegal occupancy of Forest land. Increase in costs of managing public behaviour	 Likelihood	8	Fly tipping award scheme Dog control orders are now Public Space Protection Orders Local authority and Police liaison around rough sleepers and travellers and rough sleeper protocol established Aug 2015  <b>31 May 2016</b>	 Likelihood	8	01-Apr-2017	  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD E 015 f Develop and improve joint working	Develop stronger links and become a trusted partner with EFDC, LBWF, LBR and LBN. New relationships with officers in local authorities need creating/developing following staff changes Ongoing action			Martin Newnham		31-Mar-2017		
OSD EF 015 b Controlling dogs through Dog Control Orders	Dog Control Orders / PSPO's ideally required for all Boroughs. Currently in place for EFDC and LBWF Ongoing until Borough's make submissions for PSPO's / DCO's	LB Redbridge work in progress		Martin Newnham	31-May-2016	31-Mar-2017		
OSD EF 015 c Approach to rough sleeping	Multi disciplinary approach with enforcement and outreach team. Protocol in place.			Martin Newnham		31-Mar-2017		
OSD EF 015 d Approach to fly tipping	Multi disciplinary approach with enforcement team ISA and sharing enforcement action CIWM training taking place to ensure EPA prosecution compliance	LBR enforcement team have picked up EF policy as best practice and will be using this to prosecute fly tips		Martin Newnham	31-May-2016	31-Mar-2017		
OSD EF 015 e Approach to Anti social behaviour	Multi disciplinary approach required CPN and CPW being explored			Martin Newnham		31-Mar-2017		

## NORTH LONDON OPEN SPACE - Rows are sorted by Risk Score

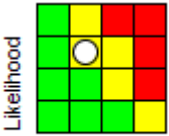
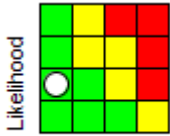
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD NLOS 011 Impact of housing and population and transport increase</b> 23-Jun-2016 Bob Warnock Page 54	<b>Causes:</b> Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning and developments. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. <b>Event:</b> Large houses, buildings or other developments on land affecting Open Spaces. <b>Impact:</b> Potential increase in visitor numbers and recreational pressure. Increased in 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.	 Likelihood Impact	<b>16</b>	Revised planning application due in July 2016 for Athlone House. Possibility of appeal in regard to the Waterhouse on Millfield Lane. An objection has been lodged in regard to Heath House Planning activity is constant <b>23 Jun 2016</b>	 Likelihood Impact	<b>12</b>	31-Mar-2017	New risk
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD NLOS 011 a Local Authority relationships	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet and Haringey in regard to planning issues which may impact the open spaces.	Ongoing		Richard Gentry	23-Jun-2016	31-Oct-2016		
OSD NLOS 011 b Local planning documents	Respond to consultation on the local plans to help influence the content of the document.	Response to planning issues given as and when required.		Richard Gentry	23-Jun-2016	31-Oct-2016		
OSD NLOS 011 c Planning applications	A consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to planning activities.			Richard Gentry		31-Mar-2017		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 004 Plant and Tree Disease  10-Aug-2015 Bob Warnock	<b>Causes:</b> Inadequate biosecurity, buying of infected trees, plants or animals, spread of windblown OPM (oak processionary moth) from adjacent sites <b>Event:</b> Tree disease including Massaria, Ash Die Back, Oak Processionary Moth. Sites become infected by animal, plant or tree diseases <b>Impact:</b> Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM	Likelihood  Impact	12	Competent and trained arboricultural staff liaise with the Forestry Commission and approved arboricultural contractors, e.g. for removal of OPM.  24 May 2016	Likelihood  Impact	6	31-Mar-2017	↔  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD NLOS 004 a Tree and Plant Procurement	Sourcing of plants / trees through approved suppliers. Review six monthly			Richard Gentry		31-Mar-2017		
OSD NLOS 004 b OPM Monitoring	Trained arboricultural staff carrying out spraying of Oak in previously infected areas	Spraying commenced on Hampstead Heath and Queens Park during May 2016 Members of the Public have been informed		Richard Gentry	02-Jun-2016	31-Mar-2017		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 007 Hampstead Heath Water bodies including Bathing Ponds  10-Aug-2015	<b>Cause:</b> Improper use of water bodies. Members of the public swimming in unauthorised areas. Swimming outside of designated zones/times. Swimmers fail to pay attention to acclimatisation requirements. Insufficient signage, poor maintenance of banks <b>Event:</b> Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond.	Likelihood  Impact	8		Likelihood  Impact	4	31-Mar-2017	↔  No change

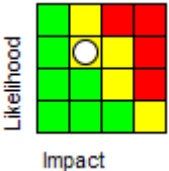
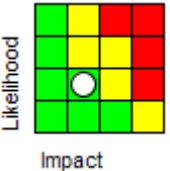

Bob Warnock	<b>Impact:</b> Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty					
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date	
OSD NLOS 008 a Training	Training for lifeguards Training is ongoing activity Review annually	Trainer has been delivered training under the National Water Safety Management Programme to approx 40 staff.	Richard Gentry	07-Jun-2016	31-Mar-2017	
OSD NLOS 008 b Signage	Appropriate signage at ponds Weekly - Signage is checked as part of Ranger duties, this includes checking gates are locked and life rings are in place - ongoing Date of next review – November 2016	Daily water temperature information is written on the noticeboards at each pond advising swimmers. Checking appropriate signage is an ongoing process Meeting held with key internal stakeholder in May 2016 to review process of checking NWSMP Level 1 qualification.	Bob Warnock	07-Jun-2016	31-Dec-2016	
OSD NLOS 008 c Safety equipment	Safety equipment accessible at ponds Weekly - Checks are carried out by life guards within their facilities Monthly – Safety equipment is checked as part of Ranger duties. Review six monthly. Date of next review September 2016	Safety equipment in place and checked	Bob Warnock	19-Aug-2015	31-Oct-2016	

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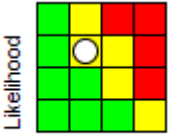
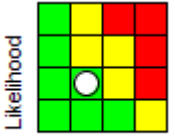
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD NLOS 006 Ensuring the Health and Safety of staff, contractors, visitors and volunteers 10-Aug-2015 Bob Warnock	<b>Cause:</b> Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional H & S Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. <b>Event:</b> Staff or contractors undertake unsafe working practices <b>Impact:</b> Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty	 Likelihood Impact	6          <b>02 Jun 2016</b>	 Likelihood Impact	2          01-Apr-2017	↔          No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 006 a Annual H & S site Audits	Continue with annual H & S site Audits Sites will carry out audits by peers from within Division Next audit will take place in August 2016	Peer to peer audits are in the process of being arranged	Richard Gentry	07-Jun-2016	30-Sep-2016
OSD NLOS 006 b Quarterly Divisional H & S Meetings	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Next divisional H&S meeting to be held on 15 June 2016	Richard Gentry	07-Jun-2016	30-Sep-2016
OSD NLOS 006 c Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.		Richard Gentry		31-Dec-2016

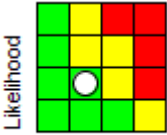
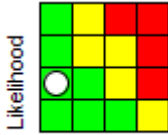
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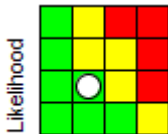
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 008 Maintenance of Divisional buildings and equipment 10-Aug-2015 Bob Warnock	<b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues <b>Event:</b> Operational or public building become unusable <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme.		6	Risk trend has decreased due to improved relationship and working arrangements with the City Surveyors department, particularly through the regular client liaison meetings and the new CS property building facilities managers. <b>02 Jun 2016</b>		4	31-Aug-2017	  Decreased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 008 a Review of Property Assets	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process		Richard Gentry		31-Mar-2017
OSD NLOS 008 b Liaison with Surveyors' Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about BRM and Projects. Regular review process		Richard Gentry		31-July-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 010 Golders Hill Park Zoo and Queens Park Farm Page 58 03-Jun-2016 Bob Warnock	<b>Cause:</b> Non compliance with zoo licensing legislation, failing to follow best practice, failing to have sufficient and suitably qualified staff <b>Event:</b> Animal mortality, increase of animal disease, possible infection to human beings <b>Impact:</b> Adverse publicity, legal challenge, fines and prosecution	 Likelihood Impact	6	Golders Hill Park comes under Zoo Licensing Act  Competent and trained animal attendants / supervisor on site to respond to incidents  Visits by vets twice a year to Zoo / Farm  <b>02 Jun 2016</b>	 Likelihood Impact	4	01-Apr-2017	New Risk

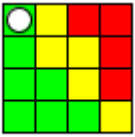
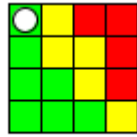

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 010 a Facilities operated by appropriate staff	Recruiting to Senior Zoo Keeper and engagement officer. Training delivered for Queens Park team in basic animal husbandry to support ongoing management of the Farm Staff from Queens park providing support at the zoo with support of casual staff	Interviews planned for June 16	Richard Gentry	07-Jun-2016	31-Oct-2016
OSD NLOS 010 b Expert advice and guidance	Zoo ethics meeting twice a year with vets visits to zoo and farm also twice a year Attendance at meeting by local authority zoo licence inspector offering support and guidance Daily activities undertaken to ensure compliance with required zoo licence	Next zoo ethics meeting will take place on 12 October and visits by the vets coincide with this meeting.	Richard Gentry	07-Jun-2016	31-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 001 Delivering the Divisional Road Map for Projects and Programmes 10-Aug-2015 Bob Warnock	<b>Causes:</b> A gap of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes, timescales and deliverables. <b>Event:</b> The Division is unable to deliver its agreed roadmap projects and programmes in agreed timescales or achieving agreed outcomes <b>Impact:</b> Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.	 Likelihood	4	Roadmap programmes are now in year two of three year programme.  31 May 2016	 Likelihood	2	31-Mar-2018	↔  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD NLOS 001 a Programme management Page 59	Programmes cover period 2015 - 2018. Programme Boards meet regularly - ongoing Projects Officer appointed, supervisors and managers have been given support and training. Programmes and Project reporting bi-monthly through highlight reports to Senior Leadership Team and overseen by OSPSU - ongoing Departmental Programmes RAG status progress by exclusion to Open Spaces and City Gardens Committee - ongoing			Bob Warnock		31-Mar-2018		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 002 Outbreak of Fire in Woodland / Heathland 10-Aug-2015	<b>Causes:</b> Warm weather leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes. <b>Event:</b> Large-scale fire. <b>Impact:</b> Possible loss of life, serious injury to staff, visitors, contractors and volunteers. Damage to site.	 Likelihood	4	Target risk changed to reflect current risk level and improvements in fire safety training.  31 May 2016	 Likelihood	4	01-Dec-2016	↔  No change

Bob Warnock	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.					
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD NLOS 002 a Improve Fire Awareness	Staff are made aware of extreme weather events and 'trigger days' Managers and Supervisors receive weather warnings and this information is shared with staff.	NLOS EAP has been published – Gold, Silver, Bronze command structure is in place. Staff have access to back pack water extinguishers.		Richard Gentry	31-May-2016	31-Oct-2016
OSD NLOS 002 b Emergency Action Plan	Review EAP - Review carried out annually or following incident if appropriate. Next review date September 2016			Richard Gentry	31-May-2016	31-Oct-2016

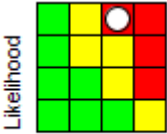
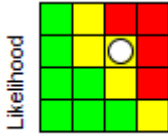
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 003 Extreme Weather Events  10-Aug-2015 Bob Warnock	<p><b>Causes:</b> Severe wind events, prolonged precipitation or restricted Precipitation</p> <p><b>Event:</b> Severe weather/climate impacts at one or more sites within the Division</p> <p><b>Impact:</b> Service capability disrupted; Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts site access, rainfall results in flooding and impassable areas, site closures: severe damage to flora and fauna: risk to life and limb: damage to property</p>	 <p>Likelihood</p>	4	<p>Risk update - Monitoring in place staff monitor Met Office forecasts and put in place contingency plans if wind of 45 mph + might be exceeded. There is a Dept. and Divisional tree policy. When necessary staff will close the site, There is a call out process for residential staff</p> <p><b>31 May 2016</b></p>	 <p>Likelihood</p>	4	01-Apr-2017	  Decreased Risk Score
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD NLOS 003 a Review	Alerts issued to staff via Met Office. Review processes 6 monthly or following	Response to 'trigger days' has been effective		Bob Warnock	31-May-	31-Mar-		







Met Office information	and extreme weather event			2016	2017
OSD NLOS 003 b Review of site emergency plans	Site plans reviewed annually or following incident if appropriate. Next review date September 2016		Richard Gentry		31-Oct-2016

**THE COMMONS** – Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD TC 002 Local Planning Issues</b>  28 Jun-2015 Andy Barnard	<b>Causes:</b> Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research <b>Event:</b> Large housing or other developments on land affecting the Open Spaces. <b>Impact:</b> Increase in visitor numbers and general recreation pressure. Potential decline in biodiversity due to disturbance and habitat quality. Increased in air, light and noise pollution. Decrease in water availability. Increased hydrological pollution risk. Increased traffic on local road network.	 Likelihood	16	There are two separate strands to this at the moment: planning as listed here and the quarry site operation. In terms of the former the risk is of increasing concern as the local plan is in the production stage; however we are in discussions about methods of mitigation which would reduce the risk. Another couple of months and we will know better. In terms of the quarry I think this is also should be raised as increasing concern as the working is physically closer to the Beeches and we do have concerns over dust and hydrology <b>24 Jun 2016</b>	 Likelihood	12	31-Mar-2017	↔
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD TC 002 a Local authorities/Counties Local Plans and Core Strategies	Inclusion in core strategy planning documents - where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when	Working closely with local planning authority and Natural England on local plan and discussing mitigation. In discussion with Natural England specialist on air quality and awaiting final report. In discussion with quarry site operator over mitigation and working methods. Continuing to push Minerals Planning Authority regarding hydrology protocol and liaising with Natural England over issue too			Hadyn Robson	24-Jun-2016	31-Mar-2017	
OSD TC 002 b Monitoring of impacts	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow	Continuing monitoring of dust and reviewing regular reports from contractors Reviewing results of hydrology monitoring from quarry			Hadyn Robson	24-Jun-2016	31-Mar-2017	

	Ongoing	operator and chasing when required Currently undertaking 5 yearly review of visitor numbers Received interim report on repeat survey of visitor footfall			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 007 Rural Payment Agency Grants  10-Jun-2015 Andy Barnard	<b>Causes:</b> Amendments to EU 'Common Agriculture Policy' legislation/UK interpretation. <b>Event:</b> Reduction in direct grant available from the Rural Payments Agency (RPA) to deliver agricultural/conservation related services across the Division. <b>Impact:</b> Reduction or cessation of agricultural/conservation services. Reduction of income direct and indirect. Reduction/loss of biodiversity (legal implications); reductions in recreational access due to reduction/cessation of grazing activities.	 Likelihood	16	Update from RPA as of 23/6/16. Most 2015 claims for Commons have not yet been paid. It is still held up on what we hope is a technicality. We have been assured of an update next week  24 Jun 2016	 Likelihood	8	31-Mar-2017	↔  No change
Risk no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD TC 007 a Monitoring	Seek clarity/advice from RPA on the above Monitor review of latest RPA advice and procedures			Hadyn Robson		31-Mar-2017		
OSD TC 007 b Submissions	Submit forms according to RPA guidance			Hadyn Robson		31-Mar-2017		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 004 Tree Diseases and Other Pests  10-Jun-2015	<b>Causes:</b> Inadequate biosecurity, purchase or transfer of infected, plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth and Foot and Mouth <b>Event:</b> Sites become infected by animal, plant or tree	 Likelihood	12	Risk not yet reduced to target as OPM is now nearer Ashtead and Burnham Beeches  24 Jun 2016	 Likelihood	6	31-Mar-2017	↔  No change

Andy Barnard	diseases <b>Impact:</b> Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.					
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/ prevention.	Ongoing		Hadyn Robson	24-Jun-2016	31-Mar-2017
OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel	OPM monitoring programme in place		Hadyn Robson	24-Jun-2016	31-Mar-2017
OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing		Hadyn Robson	24-Jun-2016	31-Mar-2017
OSD TC 004 d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Biosecurity measures are in place across the Division for staff, volunteers and contractors.		Hadyn Robson	24-Jun-2016	31-Mar-2017

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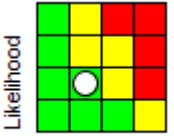
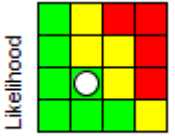
Action no, Title, Location date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 005 Climate and Weather 10-Jun-2015 Andy Barnard	<b>Causes:</b> Severe wind events, prolonged precipitation or restricted precipitation. May be Climate change influenced <b>Event:</b> Severe weather/climate impacts at one or more sites <b>Impact:</b> Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of rare/fragile habitats and species.	 Likelihood	12	Monitoring of Met office weather warnings  24 Jun 2016	 Likelihood	8	31-Mar-2017	↔  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		

OSD TC 005 a Fire management	Review and update plan Fire management and monitoring policies and plans in place and link to staff training and local emergency services	Site information/resources shared with emergency services Plan reviewed annually	Hadyn Robson	24-Jun-2016	31-Mar-2017
OSD TC 005 b Storms	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training		Hadyn Robson	24-Jun-2016	31-Mar-2017
OSd TC 005 c Climate change	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue	Hadyn Robson	24-Jun-2016	31-Mar-2017

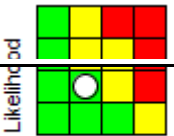
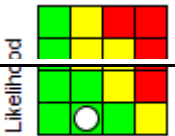
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 001 09 Jun-2015 Andy Barnard	<b>Causes:</b> Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work: inadequate training, failure to implement the results of audits, dynamic risk assessments not undertaken <b>Event:</b> Staff, volunteers or contractors undertake unsafe working practices <b>Impact:</b> Injury or death of staff, contractor, volunteer or member of the public		6	H&S audit results have begun to be implemented and sites are becoming more confident in joined-up procedures <b>14 Jun 2016</b>		4	31-Mar-2017	↓ Decreased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TC 001 a Appropriate resourcing	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing		Hadyn Robson; Andy Thwaites		31-Mar-2017
OSD TC 001 b Breaking ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally		Hadyn Robson		31-Mar-2017

	adapted version of the Epping piloted Contractor Protocol.				
OSD TC 001 c H&S processes	Undertake quarterly reviews of the regular health and safety audits Ensure risk assessments and safe systems of work are up to date. Ongoing			Hadyn Robson	31-Mar-2017

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD TC 003 Finance - SBR Roadmap</b>  10-Jun-2015 Andy Barnard	<b>Causes:</b> Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional merger issues <b>Event:</b> Division is unable to deliver its roadmap programmes to agreed targets and timescales. Adverse workload impact on service delivery <b>Impact:</b> Divisional failure - Alternative savings required that may not best suite culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver ‘existing level of services’ declines.		4	SBR projects progressing although some have been identified as amber as milestones for three year programmes alter but actions in place to bring Programmes back on track.  <b>14 Jun 2016</b>		4	31-Mar-2018	↓  Decreased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TC 003 a Appropriate programme management	Training and support for staff involved in corss departmental projects - link to PDR's Programme and project templates used. Plan and associated timetable to resolve conflicting priorities - approval systems in place with departmental and divisional roadmaps OSPSU review of highlight reports - Ongoing	SLT review highlight report and red and amber programme status discussed. Change controls used.	Hadyn Robson	21-Jun-2016	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD TC 006 Pond</b>	<b>Causes:</b> Erosion, inadequate design quality, lack of maintenance, leaks		4	Carry forward requested into 2016/17 to reassess 2011 design plans and		2	31-Dec-2018	↔

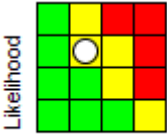
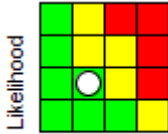

<b>Embankments, Burnham Beeches</b> 10-Jun-2015 Andy Barnard	<b>Event:</b> Severe rainfall event resulting in overtopping of embankments, leading to erosion and potential collapse <b>Impact:</b> Loss of life. Damage to downstream land/property. Litigation. Damage to/loss of habitat and associated rare species. Reputational harm.			costs  <b>14 Jun 2016</b>				No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD TC 006 a Project development	Condition assessments carried out and options provided for approval Options costed Gateway 4 report drafted - Sept 16				Hadyn Robson		31-Dec-2018	
OSD TC 006 b Monitoring	Inspections / monitoring of outflow condition Ongoing				Hadyn Robson		31-Dec-2018	

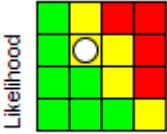
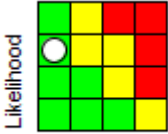

Risk no, Title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD TC 008 Kenley Revival Project</b> 10-Jun-2015 Andy Barnard	<b>Causes:</b> The world war II fighter pens at RAF Kenley are currently on the "Heritage at Risk" register, listed as in declining condition. Further restoration is required. Public access is maintained but there is limited interpretation. <b>Event:</b> Failure to secure funding for the current HLF project or alternative project / funding source <b>Impact:</b> Continuing deterioration of at risk heritage features; education and interpretation opportunities missed; deteriorating state impacts negatively on the City's reputation	 Likelihood	<b>1</b>	Funding in the sum of £880,900 received 17 September 2015. Officers in post and project progressing. Remove from risk register <b>24 Jun 2016</b>	 Likelihood	<b>1</b>	31-Dec-2018	  Decreased Risk Score
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD TC 008 a HLF Funding bid	HLF Capital Funding Bid	Funding in the sum of £880,900 received 17 September 2015.			Hadyn Robson	24-Jun-2016	30-Sep-2015	

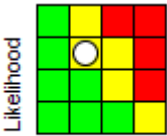






## CEMETERY AND CREMATORIUM – Rows are sorted by Risk Score


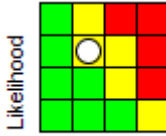
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 002 <b>Financial failure</b>  18 Aug-2015 Gary Burks	<p><b>Causes:</b> Reduction in the number of burials, cremations and grave purchases. Increased unexpected expenditure due to building, plant or machinery failure. Charges too high for local market. Unanticipated high recharges. Insufficient burial space, cremators cannot be operated, poor budget monitoring, increased competition from other providers</p> <p><b>Event:</b> Net agreed budget position not met at year end.</p> <p><b>Impact:</b> Financial and reputational impact. Reduction in quality of service.</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>Cremator maintenance is in a better position than previously . Longer term provision of burial space through reuse and the provision of the Shoot has been identified and reported to Committee. Due to the number of burial options available we can offer a grave at a reasonable price but must consider the whole life costs to ensure that we are charging correctly</p> <p><b>06 Jun 2016</b></p>	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2017	  Increased Risk Score
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD CC 002 a Burial management	<p>Review undertaken of remaining and additional burial space.</p> <p>Fees comparisons with neighbouring/competitor facilities used to inform annual fees and charges</p> <p>Consideration when setting fees and charges with 'whole life' costs.</p> <p>Effective relationships developed with funeral directors.</p> <p>Monitor any significant changes in competition or ownership of nearby crematoria</p> <p>Ongoing</p>	'Burial Space Plan for the City of London Cemetery' Report to Port Health and Environmental Services Committee in March 2016 setting out current availability and a plan for the next 15 years provision including the new space created by the Shoot and reuse of graves.		Gary Burks	01-Jun-2016	31-Mar-2017		
OSD CC 002 b Effective maintenance management	<p>Continue to work with City Surveyors to ensure that planned and preventative maintenance and AWP works for buildings and cremators is effective.</p> <p>Ongoing</p>	Cem & Crem Superintendent will work with City Surveyors, CLPS and industry experts to take a cremator replacement project through the Gateway process in the coming years.		Gary Burks	07-Jun-2016	31-Mar-2017		
OSD CC 002 c Budget management	<p>Regular monitoring of income and expenditure and budget adjustments made where appropriate and necessary</p>	Regular and ongoing budget monitoring		Gary Burks	03-Jun-2016	31-Mar-2017		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 003 <b>Deterioration of buildings, plant and machinery</b>  19-Aug-2015 Gary Burks	<b>Causes:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues <b>Event:</b> Operational or public buildings become unusable. Plants and trees die. <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance	 Likelihood	6	Risk reduced slightly as had three cremators relined and new analytical panels added so cremators operating well, but little change in relation to Buildings other than front gate which is being repaired.  <b>07 Jun 2016</b>	 Likelihood	3	01-Aug-2017	  No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD CC 003 a Operational Property Review	Implementation of property review which aims to rationalise operational buildings across open spaces.	City Surveyor's Department attends Senior Leadership meetings to give progress updates. Disused toilets in the C&C declared surplus to operational requirements Rabbits triangle declared surplus		Gary Burks	01-Jun-2016	31-Jul-2016		
OSD CC 003 b Building R&M	Develop relationship with City Surveyors and ways of working to ensure AWP works are delivered Regular meetings with CS's Property Facilities Managers Input into 2017+ R&M specification and tender documents	Actions are ongoing. Superintendent attends Customer Working Group inputting into new BRM tender process		Gary Burks	03-Jun-2016	31-Jul-2017		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 009 Systems Failure	<b>Cause:</b> IT systems including telephony fail <b>Effect:</b> Unable to operate as per normal. Unable to access Gower system. Unable to speak to funeral directors, doctors and internally across the site <b>Impact:</b> Burials and cremations may have to	 Likelihood	6	Recent problems with telephony and computer systems did not have a major impact on services because they were managed through use of mobile phones and manual back-up systems. Current and target score to	 Likelihood	6	31-Mar-2017	

01-Jun-2016 Gary Burks	be cancelled/no bookings can be taken. Burials in the wrong graves. Loss of income. Reputational damage			match as a lower target score not able to be achieved until corporate OT becomes more reliable and stable. <b>07 Jun 2016</b>				No change
Action no, Title,	Description	Current Risk Rating & Score		Latest Note	Managed By	Latest Note Date	Due Date	
OSD CC 009 a Business continuity	Review continuity plans on a regular basis and following significant systems failures Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.			Use of mobile phones and manual systems has been required due to IT issues. IT Business partner escalated issues to 'priority' status due to business impact	Gary Burks	07-Jun-2016	31-Mar-2017	

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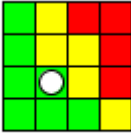
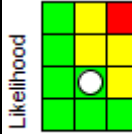

Action no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 010 <b>Extreme weather</b> 21-Jun-2016 Gary Burks	<b>Cause:</b> Strong winds causing significant tree damage within the cemetery and crematorium landscape <b>Effect:</b> Roads closed, exclusion of the public, disruption to funerals <b>Impact:</b> Significant cost to division and possible loss of income/ negative publicity	 Likelihood	<b>6</b>	There is a residual significant risk as we can do little to change the course of nature, but have systems in place and experienced staff to deal with any such incident <b>21 Jun 2016</b>	 Likelihood	<b>6</b>	31-Mar-2017	
Action no, Title,	Description	Current Risk Rating & Score		Latest Note	Managed By	Latest Note Date	Due Date	
OSD CC 010 a Wind damage	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. Tree inspections Maintain staff with chainsaw qualifications			Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. It is unlikely that storm damage would close the modern	Gary Burks	21-Jun-2016	31-Mar-2017	

		crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD CC 011 Tree and plant diseases</b> 21-Jun-2016 Gary Burks	<b>Cause:</b> Tree Disease or infestation <b>Effect:</b> Loss of tree stock or exclusion of the public from certain areas of the cemetery <b>Impact:</b> Partial closure of site or loss of mature trees and the affect that this would have on the landscape		<b>6</b>	Trees are surveyed and inspected, departmental experts have been setting pheromone traps in vulnerable tree stock 21 Jun 2016		<b>6</b>	31-Mar-2017	
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD CC 011 a Tree surveys	Regular monitoring of trees Engagement of specialists where required	Continued monitoring and surveys should flag up tree disease or infestation in the early stages, at which time advice will be sought action taken		Gary Burks	21-Jun-2016	31-Mar-2017		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSC CC 007 Loss of access to the Cemetery &amp; Crematorium</b>	<b>Cause:</b> Police/COL close site (or access to) for H&S/emergency/investigatory reasons <b>Effect:</b> Inability to undertake burials or cremations, visitors not able to visit graves, <b>Impact:</b> potential reputational damage, financial loss		<b>4</b>	No change to risk status. The Cemetery and Crematorium has a fit for purpose Business continuity plan should a situation arise whereby the site is closed to access. If not other route than to close the site we would advise service users accordingly and work with the police and others to ensure that the site was		<b>4</b>	31-Mar-2017	↔

01-Jun-2016 Gary Burks				re-opened as soon as possible. <b>21 Jun 2016</b>				No change
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD CC 007 a Critical Service	The Cemetery and crematorium is registered as a critical service and as such, space is allocated at the City's recovery centre for staff to operate				Gary Burks		31-Mar-2017	
OSD CC 007 b Communication	The Business Continuity Plan sets out that staff would contact funeral directors direct and maintain a presence outside the cemetery if possible to advise visitors				Gary Burks		31-Mar-2017	
OSD CC 007 c Alternate venues	The City has an informal agreement with Manor Park cemetery and immediate cremation bookings could be diverted there.				Gary Burks		31-Mar-2017	


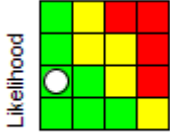
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 001 Failure of health and safety procedures 18-Aug-2015 Gary Burks	<b>Causes:</b> Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work: inadequate training, failure to implement the results of audits, dynamic risk assessments not undertaken <b>Event:</b> Staff, volunteers or contractors undertake unsafe working practices <b>Impact:</b> Injury or death of staff, contractor, volunteer or member of the public	Likelihood 	4	Increased training on health and safety and risk assessments has helped reduce the indicator. Unlikely to be able to further reduce target score so current and target remains the same and assumes ongoing levels of training and focus on H&S. <b>03 Jun 2016</b>	Likelihood 	4	01-Apr-2017	  Decreased Risk Score
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD CC 001 a Regular reviews	Regular reviews of risk assessments and safe systems of work are undertaken. Ongoing				Gary Burks		31-Mar-2017	
OSD CC 001 b Operational	Investigations undertaken and learning taken from all accidents and incidents and				Gary Burks		31-Mar-	

Learning	near misses. Training and development of staff Ongoing				2017
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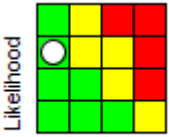
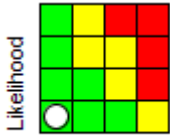
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 006 <b>Theft from offices</b>  19-Aug-2015 Gary Burks	<b>Cause:</b> Cash handling in offices with staff receiving large sums of money for the purchase of graves. <b>Event:</b> Theft of a significant sum of money. <b>Impact:</b> Monetary loss, staff impact, reputational impact.		4	A recent Audit found the systems in place to be adequate and recommended a maximum cash payment that could be accepted in line with financial regulations.  <b>21 Jun 2016</b>		1	31-Mar-2016	↑  Increased Risk Score
Page 24	Page 24	Page 24	Page 24	Page 24	Page 24	Page 24	Page 24	Page 24
Risk no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
OSD CC 006A Cash handling	Review of all cash handling guidance notes	A new cash safe has been purchased and procedures are in place with regard to the handling and securing of cash. G4S collect daily.			21-Jun-2016	01-Apr-2017		

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 008 <b>Pandemic or Mass Fatalities incident</b>  01-Jun-2016 Gary Burks	<b>Cause:</b> Major incident or pandemic causing mass fatalities in the areas served by the Cemetery and Crematorium <b>Effect:</b> Significant increase in local deaths (need for burial and cremation) coupled with a possible reduction in staff in the case of a pandemic. <b>Impact:</b> Dramatic increase or spike in service need that would have to be accommodated (we are the largest local provider in the area).		4	Updated annually as part of our Business Continuity Action Plan.  <b>24 Jun 2016</b>		4	31-Mar-2017	↔  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 008 a Pandemic/mass fatalities contingency plan	Continue to update plan and ensure that our ability to react to change remains credible. Ongoing		Gary Burks		31-Mar-2017

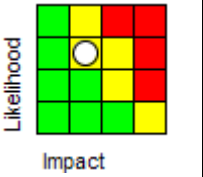
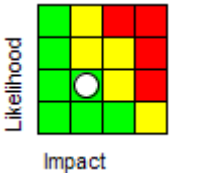
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD CC 004 Anti-social behaviour</b> 19-Aug-2015 Gary Burks	<b>Cause:</b> Improper monitoring of access to the grounds. Lack of security on the grounds. Poor relations with local police. <b>Event:</b> Vandalism or damage to the site. Crimes committed on the grounds. <b>Impact:</b> Reputational impact. Maintenance or repair costs. Negative effect on business.		3	Alarms are fully operational now  <b>03 Jun 2016</b>		2	31-Mar-2017	↔  No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 004 A Development of links with police forces in areas neighbouring sites.	Good communication with local police. Appropriate alarms and security arrangements	Communication remains good with local police and recent improvements to the cemetery intruder alarm systems have been completed. Increases in night patrols have also been achieved	Gary Burks	21-Jun-2016	01-Aug-2016

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD CC 005 Failure to recruit and retain staff with required skills</b> 19-Aug-2015	<b>Cause:</b> Failure to provide attractive employment prospects for skilled staff. <b>Event:</b> Staff capacity greatly reduced as skilled workers move to other fields. <b>Impact:</b> Reduced capacity, decline in quality of work, reduced ability to deliver core responsibilities, staff motivation declines.		3	Improved structure within supervisory team, in landscapes team and grade improved for Cemetery and Crematorium Manager has assisted in reducing this risk score.  <b>07 Jun 2016</b>		1	31-Mar-2017	↓  Decreased

Gary Burks						Risk Score
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date	
OSD CC 005 a Training	Agree departmental training plan Identify training of staff to fill key roles in future years Invest in internal and external training and accreditation for staff	training ongoing	Gary Burks	07-Jun-2016	31-Mar-2017	
OSD CC 005 b Recruitment	Ensure appropriate publications/outlets used to advertise key roles Consider use of apprenticeships Maintain contacts of quality staff engaged as agency workers	To be considered as opportunities arise	Gary Burks	07-Jun-2016	31-Mar-2017	

## DIRECTORATE – Rows are sorted by Risk Score

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator		
OSD DR 001 Resourcing the Learning Programme 14-Mar-2016 Esther Sumner	<b>Cause:</b> Three year reducing CBT funding. Minimal local risk funding. <b>Event:</b> No long term provision of the Learning Programme in it's current structure <b>Impact:</b> limited / no direct delivery of education provision on COL's open spaces, negative impact on COL's reputation, redundancies, fewer adults and children knowledgeable engaging with open spaces.	 Likelihood Impact	6		 Likelihood Impact	4	31-Mar-2019	↔  No change
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date			
OSD DR 001 a Long term funding plan	Need to obtain funding to enable longer term delivery of the programme. Identify all suitable funding opportunities and submit applications. Develop partnerships which will generate long term funding. Increase income from provision of activities/services/knowledge to generate additional income. Increase use of volunteers to reduce expenditure		Esther Sumner		31-Mar-2019			



## Appendix 3:

## City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that rating.

### Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
<b>Criteria</b>	Less than 10%	10 – 40%	40 – 75%	More than 75%
<b>Probability</b>	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
<b>Time Period</b>	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
<b>Numerical</b>	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

### Impact Criteria

Impact Title	Definitions
<b>Minor (1)</b>	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
<b>Serious (2)</b>	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
<b>Major (4)</b>	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.
<b>Extreme (8)</b>	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

### Risk Scoring Grid

		<b>Impact</b>			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	<b>X</b>				
	<b>Likely (4)</b>	4 Green	8 Amber	16 Red	32 Red
	<b>Possible (3)</b>	3 Green	6 Amber	12 Amber	24 Red
	<b>Unlikely (2)</b>	2 Green	4 Green	8 Amber	16 Red
	<b>Rare (1)</b>	1 Green	2 Green	4 Green	8 Amber

### Risk Definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

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<b>Committee(s):</b>	<b>Date(s):</b>
Open Spaces & City Gardens Committee	18 July 2016
<b>Subject:</b> Cyclical Works Programme bid 2017/18	<b>Public</b>
<b>Report of:</b> The City Surveyor <b>CS: 156/16</b>	<b>For Information</b>
<b>Summary</b>	
<p>This report sets out a provisional list of cyclical projects being considered for Open Spaces &amp; City Gardens in 2017/18 under the umbrella of the “cyclical works programme”.</p> <p>The draft cyclical project list for 2017/18 totals approximately £34,000 and if approved, will continue the ongoing maintenance of the property and infrastructure assets.</p>	
<b>Recommendation</b>	
<ul style="list-style-type: none"> <li>• That your Committee notes the content of this report</li> </ul>	

## Main Report

### Background

1. At the meeting of Resource Allocation sub-Committee in January 2016 Members considered and approved a prioritised list of “cyclical works” projects for 2016/17.
2. The total value of the approved works packages was some £5.5m. Of this allocation Open Spaces, City Gardens and West Ham Park received £0.21m to allow all projects on the prioritised list to proceed in 2016/17.
3. The Director of Open Spaces has requested that your Committee be provided with a preview of the likely works list in 2017/18 for Open Spaces and City Gardens.

## **Current Position**

4. I am in the process of finalising my review of our forward maintenance plans (20 years) which will form the basis of the next round of cyclical works bids for 2017/18.
5. The review is expected to be completed shortly. In the interim and to allow you to have a preview I attach at Appendix A the provisional list of projects for Open Spaces & City Gardens under consideration for 2017/18.
6. The information for the bid has been taken from the 20 years for each property within the Estate; the 20 year plans are regularly updated in conjunction with the Superintendent and his management team to ensure they are as accurate as possible.
7. In January 2016 Members agreed that additional funds to the sum of £2m and £1m for City's Cash and City's Fund respectively should be allocated to the Cyclical Works Programme meaning that more projects would be allocated to the actual list of approved projects.
8. It should be noted that the provisional list for 2017/18 is subject to a final review prior to presentation to the Corporate Asset sub-Committee in September 2016 and consideration and approval of the final list by the Resource Allocation sub-Committee at the beginning of 2017.

## **Prioritisation of Projects**

9. The new project prioritisation model developed for the cyclical works programme has been applied to projects identified from forward cyclical maintenance/replacement plans of the Barbican Centre, GSMD and the Corporate Properties under the City Surveyors control.
10. Essential Projects for consideration of including within the bid list are ranked in order of priority according to the following criteria and scoring mechanism.
  - Health, Safety & Security (weighting 5)
  - COL Reputational (weighting 4)
  - Maintaining Income Stream (weighting 4)
  - Assets Performance (weighting 5)
  - Client Feedback (weighting 2)
11. The cyclical works programme Peer Review Panel, chaired by the Financial Services Director has met twice to consider the draft prioritisation of projects across all Departments. The panel has provided a "sense check" to ensure that the prioritisation ranking reflected in the Prioritisation model has been rigorously and consistently applied and that the outcomes in terms of prioritisation align to the City's strategic aims and objectives.

## **Corporate & Strategic Implications**

12. This provisional list for Open Spaces & City Gardens identifies a number of works that could be progressed within a reasonable timescale subject to funding being made available from the cyclical works programme, and providing that proposed expenditure is not affected by other decisions taken in respect of any particular property asset.
13. Once agreed the projects relating to the cyclical works programme will be reviewed to reflect strategic asset management decisions and the wider corporate objectives to ensure that the City can meet its overall criteria relative to the management of its property assets.
14. The proposals contained within the attached annexe lists support the theme “Protects, promotes and enhances our environment” within the City Together Strategy.

## **Implications**

15. As indicated above, these provisional schedules are based on a preliminary review of the forward repairs and maintenance plans and are subject to further evaluation in terms of value to Open Spaces & City Gardens and with regard to overall corporate priorities, including availability of resources, sound asset management and accommodation provisions/arrangements. It is appreciated that no commitment to their funding can be implied or guaranteed at this stage.

## **Conclusion**

16. The attached provisional list for 17/18 allows the on-going cyclical repairs and maintenance of the City’s Operational estate and Open Spaces & City Gardens in particular to continue.

## **Appendices**

- Appendix A – Draft Cyclical Works Programme 2017/18

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**Appendix A - Open Spaces & City Gardens Cyclical Works Programme List**

<b>Committee</b>	<b>Location</b>	<b>Building</b>	<b>Description</b>	<b>Cost</b>
Open Spaces & City Gardens	Open Spaces (City)	General	PAVED AREAS (GARDEN & CHURCHYARD)	£10,000
Open Spaces & City Gardens	Open Spaces (City)	General	STEPS REPLACEMENT (CLEARY GARDENS)	£18,000
Open Spaces & City Gardens	Open Spaces	Bunhill Fields Burial Ground	BRICK STRUCTURES REMEDIAL WORKS	£6,000
		<b>Total</b>		<b>£34,000</b>

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<b>Committee(s):</b>	<b>Date(s):</b>
Epping Forest and Commons Committee Open Spaces Committee	4 <sup>th</sup> July 2016 18 <sup>th</sup> July 2016
<b>Subject:</b> Update Report: Dog Control Orders at Burnham Beeches	<b>Public</b>
<b>Report of:</b> Superintendent – The Commons	<b>For Information</b>
<b>Summary</b>	
<p>At the September 2014 meeting of this committee Members approved the introduction of Dog Control Orders at Burnham Beeches commencing 1<sup>st</sup> December 2014. As part of that approval Members requested that the Superintendent produce a report in July 2016 to provide an update on the implementation of the Dog Control Orders.</p> <p>This update report addresses that requirement and draws on data collected during the period commencing the introduction of DCO's on 1<sup>st</sup> Decembers 2014 to 31<sup>st</sup> March 2016.</p> <p><b>Recommendation(s)</b></p> <p>Members are asked to:</p> <ol style="list-style-type: none"> <li>1. Note the contents of this report.</li> </ol>	

## Main Report

### Background

1. On the 9th September 2014 meeting of this committee Members approved the introduction of the following Dog Control Orders at Burnham Beeches - See Appendix 1 for map.
  - Schedule 1.** Fail to remove dog faeces. To be applied across the whole site.
  - Schedule 2.** Fail to keep a dog on a lead in an area so designated. To be applied across 59% of the site.
  - Schedule 3.** Fail to put and keep a dog on a lead when directed to do so by an authorised officer. Maximum lead length to be 5m. To be applied across 41% of the site.
  - Schedule 4.** Permit a dog to enter land from which dogs are excluded. To be applied only to land covered by the existing zone around the Burnham Beeches café since 2007.
  - Schedule 5.** Take more than 4 dogs on to the land. To be applied across the whole site.
2. As part of that approval Members requested that the Superintendent produce a DCO update report in July 2016.

3. To deliver the above Superintendent and his management team at Burnham Beeches devised a monitoring programme.
4. The summary data collated during the monitoring period to date is set out in the remainder of this report in two distinct sections.

### **Section 1. Outcome of monitoring programmes to date.**

#### **DCO Challenges resulting from Ranger activities since December 2014**

<b>Period</b>	<b>No of DCO challenges</b>	<b>No challenges/ month</b>	<b>No of people –ve reactions</b>	<b>% unhappy</b>
<b>01/12/14 – 31/03/15</b>	<b>259</b>	<b>64.75</b>	<b>11</b>	<b>4.25%</b>
<b>01/04/15 – 31/03/16</b>	<b>517</b>	<b>43</b>	<b>23</b>	<b>4.45%</b>
<b>DNUEC = Dogs Not under effective control.</b>				

5. Since the introduction of DCO's Rangers have adjusted their patrol activities slightly to facilitate the consistent reporting of incidents and to generally improve their visibility to all site visitors. For example, the Rangers now carry the DCO explanatory leaflets on their patrols with the instruction to use for any DCO offence seen. They are also carry out the transect walks mentioned later in this report.
6. Underneath the headline figures the data indicates that the bulk of DCO challenges involve dogs 'off lead' in the Schedule 2 area.
7. Table 1 indicates that monthly approaches are being required less frequently with the passage of time (at 2014/15 levels the expected number for 2015/16 would have been nearer 800 approaches). Table 1 also indicates that 'negative responses from visitors approached for DCO infringement issues remains constant at just above 4% of the total.
8. Encouragingly the % of dog fouling and dogs being seen or reported as not being under effective control have decreased.

#### **Comparing pre DCO data with Post DCO data**

9. Rangers have also continued to record dog related incidents in the same format as they did before the introduction of DCO's in 2014. This allows a direct comparison pre and post DCO. Incidents recorded in Table 2 tend to be of a less serious or 'nuisance' nature and are simply noted under the categories shown below.

<b>Year</b>	<b>Dogs reported missing</b>	<b>DNUEC Dogs seen with no owner in sight</b>	<b>DNUEC – Owner hasn't got dog UEC</b>	<b>DNUEC Dogs running up to other visitors</b>	<b>Fouling</b>	<b>No collar</b>
<b>12/13</b>	15	56	78	18	72	13
<b>13/14</b>	10	45	92	19	28	14
<b>14/15</b>	14	36 Pre DCO =28 Post DCO = 8	70	15	34 Pre DCO = 24 Post DCO = 10	16
<b>15/16</b>	9	16	37	9	11	7

10. Table 2 indicates that 'nuisance' dog behaviour issues recorded before and since DCO's were introduced have reduced significantly, even those not directly affected by it e.g. collars. All measures indicate improvement.
11. The more detailed data indicates that most lost dogs have occurred in the Schedule 3 area with only 1 reported from the Schedule 2 (a dog slipped out of its harness).
12. Some dog related issues are not DCO offences and must still be dealt with by the site's byelaws. E.g. if a dog is not under effective control in the Schedule 3 area then that is a Byelaw Offence. It only becomes a DCO offence if the owner is asked to put it on a lead and refuses. See Table 3 below

<b>Table 3. <u>Serious or Byelaw</u> Incidents requiring a formal report (dog related but not covered by DCO's)</b>			
	<b>DNUEC</b>	<b>Lost</b>	<b>Total incidents</b>
<b>2012/13</b>	21	4	<b>25</b>
<b>2013/14</b>	12	4	<b>16</b>
<b>2014/15</b>	20	16	<b>36</b>
<b>2015/16</b>	19	4	<b>23</b>

13. DNUEC incidents in Table 3 are therefore generally of a more serious nature than those shown in Table 2 and require a more formal record. A typical example of a serious incident would be a person being bitten rather than simply being jumped up at by a dog. As can be seen from Table 3 figures do tend to vary year on year so further data is desirable to investigate any significant patterns.
14. Data sitting beneath the headline figures shown in Table 3 indicates that since the introduction of DCO's there have been no 'serious' DNUEC incidents in the Schedule 2 (dogs on lead) area. All have occurred in the Schedule 3 (dogs off lead area).

#### **DCO Signage issues**

<b>Table 4. Vandalism to signs</b>			
<b>Year</b>	<b>2014</b>	<b>2015</b>	<b>2016 to date</b>
	0	10	29

15. Table 4 shows that 39 DCO signs have been vandalised and replaced over the 17 month period. Each sign costs approximately £12 to purchase and erect on site. The total cost of vandalism is approximately £500.
16. A male dog walker was reported to Rangers in March 2016 and the person concerned was approached concerning the vandalism of signs. He denied involvement and the witness wished to avoid further involvement. The Police were informed and since then no further incidents of this type have occurred.
17. One sign was moved by staff on The Avenue as it was in line of sight of a house bound neighbour who had very politely commented that the view was less favourable since its installation and requested that it be repositioned.

## Number of Fixed Penalty Notices Issued for DCO offences.

<b>Table 5. Fixed Penalty Notices</b>			
<b>Year</b>	<b>2014</b>	<b>2015</b>	<b>2016 to date</b>
	0	0	0

18. Table 5 shows that no FPN's have been issued. This is seen as a positive outcome and goes some way to indicating that the Dog Management Strategy and Enforcement protocols developed by the site are effective, fair, proportionate and effective.
19. Three people have received final warning letters and will be issued with an FPN (or will appear in court) should the behaviours continue. One person's details are being traced so that they may also receive a final warning letter.

## Use of Dog Bags

<b>Table 6. Use of Dog Bags</b>				
	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>	<b>15/16</b>
Dog Bags	100375	112775	115100	102550

20. Use of dog bags provided at the site can be a relatively reliable tool for monitoring the level of dog walking on the site. During the initial DCO period use of dog bags fell to levels last recorded in 2012/13. This equates to the potential loss of around 20 regular dog walkers from the site. That reduction appears to have been temporary as dispenser records since April 2016 indicate that numbers have returned to their previous high.
21. Figures for the 2016/17 should help to provide a clearer picture.

## Dog Mess incidents

<b>Table 7. 'Flag the Poo' Before the introduction of DCO's</b>			
<b>Date</b>	<b>March 2014 (single day event)</b>	<b>June 2014 (single day event)</b>	<b>Sept 2014 (single day event)</b>
SCH2	46	72	41
SCH3	55	61	54
<b>Total</b>	<b>101</b>	<b>133</b>	<b>95</b>

<b>Table 8. 'Flag the Poo records' After the introduction of DCO's</b>							
<b>Date</b>	<b>31/01/15</b>	<b>21/02/15</b>	<b>16/05/15</b>	<b>02/08/15</b>	<b>01/11/15</b>	<b>30/01/16</b>	<b>23/05/16</b>
SCH2	2	3	1	1	1	1	2
SCH3	14	18	11	10	14	11	6
<b>Total</b>	<b>16</b>	<b>21</b>	<b>12</b>	<b>11</b>	<b>15</b>	<b>12</b>	<b>8</b>

22. Tables 7 and 8 indicate a significant reduction in dog mess found on site since the introduction of DCO's. This is seen most dramatically in the Schedule 2 area where dogs are required to be on lead.

## Transects – Compliance with Schedules 2 and 3.

<b>Table 9. Transects</b>				
<b>Schedule 2. Dogs on leads at all times</b>				
<b>Transect occasions</b>	<b>Total number of people seen</b>	<b>Total no of dogs seen</b>	<b>No. dogs on lead</b>	<b>No. dogs off lead</b>
16	286	82	66	16
<b>Schedule 3 – Dogs off leads</b>				
<b>Transect occasions</b>	<b>Total number of people seen</b>	<b>Total no of dogs seen</b>	<b>No. dogs on lead</b>	<b>No. dogs off lead</b>
10	170	114	33	81

23. Two transects were designed that could be walked as either a single long transect or two shorter ones. They cover both Schedules 2 and 3 and are designed to indicate compliance levels for each schedule.
24. Investigation of the detailed data suggests that either some dog walkers are favouring the Schedule 3 area or more 'non dog walkers' are using the Schedule 2 area. This issue is also picked up later in this report
25. Data sitting beneath the headline figures for Schedule 2 (dogs on leads) indicates that the lowest compliance was recorded during the earliest transects i.e. closest to the introduction of DCO's (12 of the 16 incidents). Compliance levels thereafter appear to have improved significantly over time.
26. Data for the Schedule 3 (dogs off lead) area indicates a higher level of dogs being kept on lead than anticipated (29%). Again, this would make an interesting area for further study should resources allow.

## Section 2 – Issues and concerns raised prior to DCO introduction

**Concentrating dogs on main common café area will see an increase of incidents in these busy areas.**

<b>Table 10. DNUEC incidents on Main Common and Café areas</b>				
<b>Year</b>	12/13	13/14	14/15	15/16
<b>Incidents on Main Common and café areas as a percentage of all incidents</b>	50%	55.5%	31%	33%

27. Table 10 indicates a significant reduction in reported incidents in the café and Main Common Areas following the introduction of DCO's. These areas are within the Dogs off Lead Schedule.
28. The underlying data also indicates a significant reduction (to zero) of incidents in the other busy areas around the ponds and easy access paths. These areas are within the Dogs on Lead Schedule.

### **Dog walkers will show a preference for Schedule 3 area (Dogs off leads)**

29. A survey was conducted in 2016 to indicate patterns of visitor activity. This allows a comparison of similar data (not exact) collected in 2013.
30. A random sample of visitors were given GPS devices (or filled in paper maps) and their movements were tracked across the site during their visits. Visitors were also asked a few standard questions to facilitate data analysis.
31. Whilst the lengths of routes walked between 2013 and 2016 remain very similar the data indicates that the western side of the site (dogs on leads) appears to be used slightly less than it was pre DCO's with the balance appearing in the eastern side (dogs off leads).
32. The quantum difference is unclear at present but the data indicates that this is a small shift. NB. Table 9 indicates that visitor numbers within Schedules 2 and 3 areas are about equal when the frequency of survey activity is accounted for.

### **Dog Walkers will leave Burnham Beeches and use other local open spaces.**

33. One issue of concern raised by objectors to the introduction of DCO's at Burnham Beeches was that dog walkers would 'desert the site' and any associated problems would move to other local open spaces. This was of particular concern to local Councillors.
34. When compared to a similar survey in 2013 the 2016 GPS survey indicates that the percentage of dog walkers using the site has remained constant at around 56% of total visits to the site.
35. To further investigate this issue the main local open spaces were recently contacted to seek information any observed changes since the introduction of DCO's at Burnham Beeches:

#### Buckinghamshire Country Council - Black Park Country Park, Langley Park and Denham Park.

- a. Have not reported any significant displacement of dog walkers to their sites since December 2014 nor do they report any increase in dog related incidents/issues.
- b. Black Park reports an increase in commercial dog walkers during the period i.e. people bringing over 4 + dogs. Burnham Beeches does not record a similar marked reduction in commercial dog walking at the site. Other recent influences that might explain this increase are the licensing of commercial dog walkers at the Royal Parks and parking restrictions at Windsor Great Park.

#### The National Trust - Cliveden

- a. Visitor numbers have not shown an increase over last 3 years
- b. Commercial Dog walking is not allowed
- c. Anecdotally the Trust's managers feel that they have seen an increase in dog numbers in recent years but not suddenly over the last year – just a gradual year on year increase.

**Reputational harm will be caused to the City if DCO's are introduced.**

<b>Table 11. Complaints and comments of support since 1/12/14.</b>				
<b>Year</b>	<b>No of letters/emails/calls received relating to dog walking</b>	<b>Negative towards DCO's</b>	<b>Neutral or asking for information re DCO or other non DCO dog issues</b>	<b>Positive Re DCO</b>
<b>01/12/14 To 31/3/15</b>	15 (12 individuals)	<b>11</b>	<b>3</b>	<b>1</b>
<b>01/4/15 To 31/3/16</b>	16 (13 individuals)	<b>10</b>	<b>5</b>	<b>1</b>
<b>01/4/16 – To 31/05/16</b>	4 (4 individuals)	<b>0</b>	<b>2</b>	<b>2</b>
<b>Totals</b>	<b>35 (26 individuals)</b>	<b>21</b>	<b>10</b>	<b>4</b>

36. Table 11 indicates that the number of comments received over the 17 month period is low and decreasing further with the passage of time.
37. The number of complaints outweighs the neutral and supportive comments although some of this difference is due to the incidence of repeat complaints from the same individuals.

<b>Table 12. Press activity Pre and Post the introduction of DCO's</b>		
<b>Pre DCO introduction</b>		
<b>Number</b>	<b>For DCO's</b>	<b>Against DCOS</b>
	0	5
<b>Post DCO introduction</b>		
	1	1

38. From Table 12 it can be seen that press activity since the introduction of DCO's has been low and balanced.

<b>Table 13. Visitor surveys and similar feedback</b>		
<b>2014/15</b>	60 second survey - 2014/15. 104 respondents.	7 comments on dogs (7%)
<b>2015/16</b>	60 second survey - 2015/16. 90 respondents	13 comments on dogs (14%)

39. Table 13 indicates that visitor feedback from the 60 second surveys shows a small response concerning dog issues at Burnham Beeches since the introduction of DCO's on the site. Data sitting beneath the headline figures indicates that this response is quite well balanced i.e. both for and against DCO's.

**Income to the site will fall dramatically due to fewer visitors to the site.**

Car Park income – donations via car park machines during normal weekdays

<b>Table 14. Determine car park donations – Year on Year comparisons</b>				
Donations via car parks	12/13	13/14	14/15	15/16
	<b>£14,369</b>	<b>£13,352</b>	<b>£13,365</b>	<b>£13,334</b>

40. Donations to the charitable activities of the site have stayed remarkably consistent over the last 4 full years that car park charges have been in place. The first year is slightly higher which is not unexpected with possible confusion as to when charges/donation period apply.

Car Park Income – Charges for parking at weekends and Bank Holidays

<b>Table 15. Car Park Income - Charges</b>				
Car parks Charges Gross	12/13	13/14	14/15	15/16
	<b>£79,122</b>	<b>£76,727</b>	<b>£66,718</b>	<b>£65,534</b>

41. There is a reduction of around £11,000 (14%) in car park takings from 13/14 – 14/15. However, DCO's were only in force for 4 of the 12 months of 14/15.
42. It should also be noted that 2012/13 and 13/14 reflects a remarkable run of clement weather at weekends and bank holidays when car park charges apply. The weather in subsequent years has been far less favourable during the charging periods. Weather is therefore likely to be the greatest influence on income generated by car park charges
43. Finally, income for 15/16 when compared to 14/15 remains remarkably consistent despite DCO's existing for the whole of the former and only 4 months of the latter

Café Income

44. Income details from the café are currently being sought as part of the normal financial reporting process. Once collated that detailed information will be included in the lease renewal report (Non Public) later in 2016.
45. Headline figures indicate stable or uplifted café income following the introduction of DCO's. A decrease in income is noted from June 2015 to March 2016. This decrease is currently thought to be due to the poor run of weather during the holiday periods and at weekends since that date. Other external factors are being investigated.

<b>Table 16. Determine general donation incomes</b>				
	2013	2014	2015	2016
Donations	£835	£1045	£865	£1640

46. Table 16 indicates that, as with donations via the car park machines, income has stayed comparable year on year. At the 4 months stage 2016 is already a record year (calendar year).



## **Conclusions**

47. This report seeks to provide members with an update on dog related issues since the introduction of DCO's at Burnham Beeches.
48. The issues discussed in this report will benefit from analysis of a larger database before conclusions are drawn.
49. At the September 2014 Committee meeting Members requested, in addition to this 'update report', that the Superintendent provide them with a full review in January 2017.
50. Officers are generally encouraged by the outcome of this early data set and the apparent change in dog related behaviours it indicates.
51. Monitoring will continue over the coming months and the extended data base will be further analysed to produce the January 2017 report and to draw conclusions where that is possible.

## **Appendices**

- Appendix 1 – Dog Control Order Map.

## **Background Papers:**

- Report to the EFCC dated September 2014.
- Report to the EFCC dated November 2014




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# Map showing proposed areas for Dog Control Order Schedules

## Key:

-  Boundary of site within which the Dog Control Order applies. Schedules 1 & 5 apply in all areas, schedules 2, 3 & 4 in the areas shown below.
-  Boundary between areas for schedules 2 & 3
-  Shaded section shows area covered by schedule 2

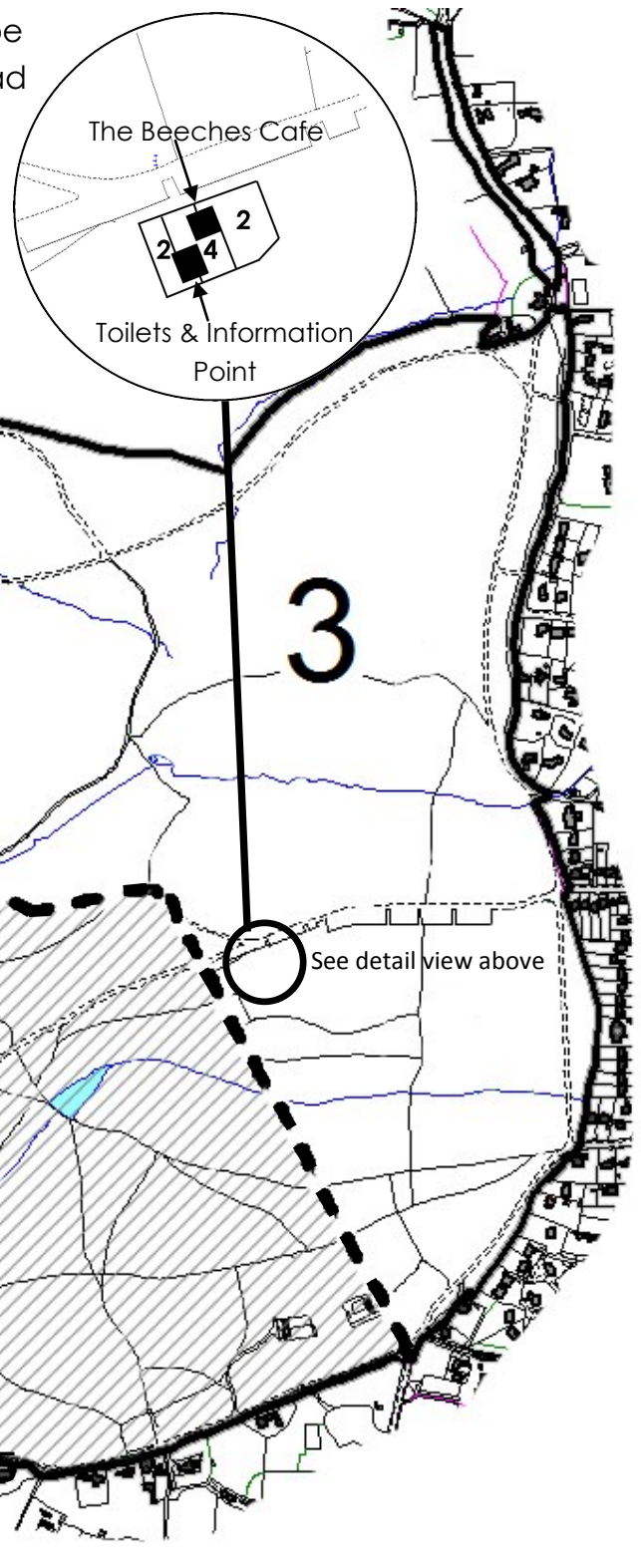
**Schedule 1:** You must remove from the site, any faeces deposited by dog(s) for which you are responsible

**Schedule 2:** Dogs on leads at all times in this area. Max lead length 5m

**Schedule 3:** Dogs may be walked off lead but must be put on a lead when requested by a Ranger. Max lead length 5m

**Schedule 4:** Dogs excluded from this area

**Schedule 5:** Maximum of 4 dogs per walker



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# Agenda Item 7

<b>Committee(s)</b>	<b>Dated:</b>
Open Spaces & City Gardens Committee	18072016
<b>Subject:</b> Revenue Outturn 2015/16 – Open Spaces & City Gardens	<b>Public</b>
<b>Report of:</b> The Chamberlain and the Director of Open Spaces	<b>For Information</b>

## Summary

This report compares the revenue outturn for the services overseen by your Committee in 2015/16 with the final agreed budget for the year. In total, there was a better than budget position of £74,000 for the services overseen by your Committee compared with the final agreed budget for the year as set out below.

	<b>Final Agreed Budget £000</b>	<b>Revenue Outturn £000</b>	<b>Increase/ (Decrease) £000</b>
<b>Local Risk</b>			
Director of Open Spaces	1,808	1,646	(162)
Director of the Built Environment(City Gardens)	165	150	(15)
City Surveyor	100	108	8
<b>Central Risk</b>	0	0	0
<b>Recharges</b>	(298)	(203)	95
<b>Total</b>	<b>1,775</b>	<b>1,701</b>	<b>(74)</b>

The Director of Open Spaces better than budget position of £162,000 (Local Risk) is mainly due to a £114,000 underspend at the Directorate, further details can be found in 4a). This underspend has been aggregated with budget variations on services overseen by other committees, which produces an overall better than budget position of £885,000 (Local Risk) across all Open Spaces. A request to carry forward £500,000 of which £91,000 relates to City Gardens and £20,000 to the Directorate will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.

The £95,000 reduction in Recharges is mainly due to a £126,000 reduction in Recharges within fund, off-set by a reduction in Support Services, details can be found in paragraph 4b).

### **Recommendation(s)**

It is recommended that this revenue outturn report for 2015/16 and the consequential implications for the 2016/17 budget are noted.

### **Main Report**

#### **Budget Position for 2015/16**

1. The 2015/16 latest approved budget for the services overseen by your Committee received in December 2015 was £1.775M. This budget was endorsed by the Court of Common Council in March 2016 and subsequently updated for approved adjustments. Movement of the original Local Risk budget to the final agreed budget is provided in Appendix A.

#### **Revenue Outturn 2015/16**

2. Actual net expenditure for your Committee's services during 2015/16 totalled £1.701M, a decrease of £74,000 compared with the final agreed budget.
3. A summary comparison with the final agreed budget for the year is tabulated below. In the tables, figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure.

City Gardens, Bunhill Fields & The Open Spaces Directorate  
Comparison of 2015/16 Revenue Outturn with Final Agreed Budget

	<i>Original Budget</i>	Final Agreed Budget	Revenue Outturn	Variation Increase/ (Decrease)	
	<i>£000</i>	£000	£000	£000	
<b>LOCAL RISK</b>					
<b>Director of Open Spaces</b>					Reason*
City Gardens	<i>1,014</i>	1,015	967	(48)	
Bunhill Fields	<i>110</i>	110	110	0	
Directorate	<i>504</i>	683	569	(114)	
<b>Total Director of Open Spaces Local Risk</b>	<b><i>1,628</i></b>	<b>1,808</b>	<b>1,646</b>	<b>(162)</b>	a)
Director of the Built Environment (City Gardens)	<i>159</i>	165	150	(15)	
City Surveyors Local Risk	<i>36</i>	52	41	(11)	
Additional Works Programme	<i>239</i>	48	67	19	
<b>Total other Local Risk</b>	<b><i>434</i></b>	<b>265</b>	<b>258</b>	<b>(7)</b>	
<b>TOTAL LOCAL RISK</b>	<b><i>2,062</i></b>	<b>2,073</b>	<b>1,904</b>	<b>(169)</b>	
<b>CENTRAL RISK</b>					
City Gardens	<i>0</i>	0	0	0	
Bunhill Fields	<i>0</i>	0	0	0	
Directorate	<i>0</i>	0	0	0	
<b>TOTAL CENTRAL RISK</b>	<b><i>0</i></b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>RECHARGES</b>					
Insurance	<i>10</i>	16	12	(4)	
Support Services	<i>217</i>	284	223	(61)	
Admin Buildings	<i>70</i>	66	65	(1)	
Surveyor's Employee Recharge	<i>59</i>	59	67	8	
I. S. Recharge	<i>361</i>	66	76	10	
Capital Charges	<i>31</i>	33	29	(4)	
Recharges within fund (Directorate & Democratic Core)	<i>(787)</i>	(708)	(582)	126	
Recharges across funds (Directorate Recharges)	<i>(126)</i>	(114)	(93)	21	
<b>TOTAL RECHARGES</b>	<b><i>(165)</i></b>	<b>(298)</b>	<b>(203)</b>	<b>95</b>	
<b>OVERALL TOTAL</b>	<b><i>1,897</i></b>	<b>1,775</b>	<b>1,701</b>	<b>(74)</b>	b)

\*See paragraph 4

## **Reasons for Significant Variations**

4. a) The Director's £162,000 better than budget position is due to a £59,000 reduction in employee expenses which are partly due to the delay in the implementation of the Learning Programme Team, and a £58,000 reduction in supplies & services expenditure.
- b) The £95,000 reduction in Recharges is mainly reflected in the underspend in expenditure at the Directorate where the Directorate's costs are recharged-out .

## **Local Risk Carry Forward to 2016/17**

5. Chief Officers can generally request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward, so long as the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resources Allocation Sub Committee.
6. Overspends are carried forward in full and are met from the agreed 2016/17 budgets.
7. The Director's better than budget position of £162,000 (Local Risk) has been aggregated with budget variations on services overseen by other committees which produce an overall better than budget position of £885,000 (Local Risk) of which £500,000 has been submitted for a carry forward:

Open Spaces & City Gardens have requested the following carry forwards:-

- £20,000 Tower Hill Garden Safety items.
- £71,000 Various planting refurbishment schemes.
- £10,000 Leadership Training
- £10,000 Alternate ways of working programme

## **Appendices**

- Appendix A – Movement between Original 2015/16 budget and the Final Agreed budget

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## Appendix A

	<b>£000</b>
<b>Original Local Risk Budget (Director of Open Spaces &amp; City Surveyor)</b>	<b>2,062</b>
<b>Director of Open Spaces</b>	
Employees - The increase in employees is mainly due to posts being transferred into the new Learning Programme from 1 <sup>st</sup> Jan 2016	107
Premises – Minor improvements to lighting at CG main depot to support the department’s sustainability action plan. Increased litter and waste costs for CGs and Bunhill Burial Ground combined (some of these costs are also associated with waste recharges to other departments and waste/spoil associated with S106 project work).	43
Transport - Additional lease hire costs of four vehicles from London Hire as a result of a delay related to delivery of new fleet /contract with Alphabet	1
Supplies & Services – This is mainly due to agreed carry forwards for professional and consultancy fees in the Directorate as part of the service based review.	79
Income – Anticipated increase in S106 contributions /recharges and film income. Original budget had been based on average income targets from previous years.	(44)
<b>City Surveyor</b>	
The reduction of £175,000 from the 2015/16 Original Budget to the 2015/16 Latest Approved Budget is within the additional works programme across Bunhill Fields and City Gardens. As the Additional Works Programme is awarded each year and each programme lasts 3 years the budgets are phased over the life of the project and are profiled based on the operational need of the client, the complexity of the design, appropriate timing of the work and the tender process. This results in a constant movement of the budgets, especially between financial years, however these changes are reported to the Corporate Asset Sub Committee on a bi-monthly basis	(175)
<b>Final Agreed Local Risk Budget (Director of Open Spaces &amp; City Surveyor)</b>	<b>2,073</b>

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<b>Committee</b> Open Spaces and City Gardens Committee	<b>Dated:</b> 18 July 2016
<b>Subject</b> Implementation of Grant Theme - Enjoying Open Spaces and the Natural Environment	<b>Public</b>
<b>Report of:</b> Director, Open Spaces	<b>For Decision</b>
<b>Report author:</b> Gerry Kiefer, Business Manager	

## Summary

Following discussion with this Committee on 6 June 2016, this report provides Members with the proposals for the granting of awards under the 'Enjoying Open Spaces and the Natural Environment' Central Grant Programme Theme. Appendix 1 lists the Grant Eligibility Criteria which proposes that grants should be awarded to constituted groups/organisations for projects where the majority of impact will be on the COL's Open Spaces. Five sub-themes are proposed covering biodiversity, conservation, improving mental ill-health, behaviour change in relation to littering and connecting communities with their green spaces.

## Recommendation

Members are asked to:

- Approve the Enjoying Open Spaces and the Natural Environment Grant Eligibility Criteria detailed in Appendix 1.
- Agree to delegate authority to the Policy and Resources Committee to approve levels of staffing and associated management fee.

## Main Report

### 1. Background

- 1.1. At this Committee on 6 June 2016 a report was presented outlining to Members that central funding for four new grant themes had been made available over a two year period (2016 to 2018). One of these four themes is 'Enjoying Open Spaces and the Natural Environment'. The Open Spaces and City Gardens Committee has been tasked with determining and agreeing the Grant Eligibility Criteria. A total of £145,139.67 (including the central grant unit management fee costs which have yet to be determined) has been set aside for 'Enjoying Open Spaces and the Natural Environment' and it is anticipated that funding in the region of £110k will be available to award.

### 2. Current Position

- 2.1. On 6 June 2016 Members discussed a range of issues including; funding parties, geographical area, sub themes, value of grant awards, length of grant, number of funding rounds. These discussions have informed and enabled officers to develop the proposed Grant Eligibility Criteria (GEC) detailed within appendix 1 of this report.

2.2. Members were interested to know what the current City Bridge Trust (CBT) funding themes were, so as to avoid any overlap with potential sub-themes within Enjoying Open Spaces and the Natural Environment. The current CBT themes are:

- English for Speakers of Other Languages
- Improving Londoners' Mental Health
- Improving London's Environment
- Making London More Inclusive
- Making London Safer
- Older Londoners
- Reducing Poverty
- Resettlement and Rehabilitation of Offenders
- Strengthening London's Voluntary Sector
- Eco-audits
- London Youth Quality Mark Awards
- Arts Apprenticeships

### 3. **Proposal**

3.1. The proposed GEC is detailed in Appendix 1. Members' attention is drawn to the following points extracted from the proposed GEC

3.2. **Geographical area** - Grants issued through the 'Enjoying Open Spaces and the Natural Environment' theme will be awarded to projects where the majority of impact will be on the COL's Open Spaces.

3.3. **Funding parties** - Grants will only be awarded to constituted groups / organisations and not to individuals.

3.4. **Funding rounds** - One grant round will be established; the opening and closing date for which will be determined in consultation with Chief Officers, once all four corporate grant themes have finalised their GEC (this will ensure that the required grants administration is evenly spaced across all four themes).

3.5. **Sub themes** – There will be five funding sub-themes:

- a) connecting communities with their green spaces
- b) improving the conservation value of the open spaces
- c) improving our knowledge of the biodiversity of the open spaces
- d) delivering behaviour change initiatives which reduce the amount of litter and flytipping within open spaces
- e) improving mental ill-health through the use of open spaces

3.6. **Funding duration** – A project's duration will be determined by the applicant but may be for up to a total of two years; 2016 to 2018 so long as all funding is claimed/awarded by 31 March 2018.

3.7. **Value of grant awards** - The anticipated grant award will be in the region of £12k per award. It is anticipated that ten grants may be awarded across the five sub-themes with a minimum of one grant being awarded per sub-theme.

- 3.8. **Decision to Award** - Open Spaces officers, in consultation with the Chairman and Deputy Chairman of the Open Spaces and City Gardens Committee will determine the award of grants.
- 3.9. Projects will be asked to complete monitoring forms and the data received can be collated so that an 'Enjoying Open Spaces and the Natural Environment' funding review and outcomes report is brought back to this Committee at the end of the funding period.
- 4. Corporate & Strategic Implications**
- 4.1. **Strategic Corporate Priorities** – The creation of this grant funding theme and sub theme criteria will deliver the Corporate Key Policy Priority of:
- KPP4 – Maximising the opportunities and benefits afforded by our role in supporting London's communities
  - KPP5 – Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation
- 4.2. **Departmental Vision** – this grant theme will deliver the Departmental vision to 'preserve and protect our world class green spaces for the benefit if communities and the environment.
- 5. Implications**
- 5.1. The administration, management and monitoring of the 'Enjoying Open Spaces and the Natural Environment' grant theme will be undertaken by the Central Grants Unit. The cost of this will be determined by the Policy and Resources Committee once the GEC for all four themes has been agreed. The management fee costs will be deducted from the available £145,139.67.
- 6. Conclusion**
- 6.1. Following discussion with Members in June, detailed grant criteria are proposed for the 'Enjoying Open Spaces and the Natural Environment' grant theme. Total funding of approx. £110k will be available for community organisations through one funding round to improve the biodiversity and conservation of the COL's open spaces, educate people about the impact of flytipping and littering in our open spaces, improve the 'connection of communities' with our open spaces and enable projects which will use our open spaces to improve the quality of life for people suffering from mental ill-health.

## **Appendices**

Appendix 1: Enjoying Open Spaces and the Natural Environment Grant Eligibility Criteria

### **Background Papers:**

- Policy and resources Committee, March 2016 'Implementation of Grants Review'
- Enjoying Open Spaces and the Natural Environment grant Funding Theme Report – OSCGC - 6 June 2016

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## Appendix 1: GRANT ELIGIBILITY CRITERIA

### Enjoying Open Spaces and the Natural Environment

#### 1. Types of projects and activity to be supported

Grants issued through the 'Enjoying Open Spaces and the Natural Environment' theme will be awarded to projects where the majority of impact will be on the COL's Open Spaces

The Stronger Communities funding theme has been separated into five sub themes:

##### **a) Connecting communities with their green spaces.**

The activities supported through this sub-theme should help local communities connect with the City of London's Open Spaces (<http://www.cityoflondon.gov.uk/things-to-do/green-spaces/Pages/default.aspx>) Projects are particularly encouraged from community or voluntary groups who work with local communities that infrequently visit, enjoy and engage with their local City of London Open Space. The projects should demonstrate positive outcomes for these newly connected communities and should demonstrate how they will support the groups to continue to visit the open spaces after the end of the project. Projects should align to the City of London's Open Spaces learning impact framework where possible.

##### **b) Improving the conservation value of the open spaces.**

The activities supported through this sub theme should aim to assist with the conservation of the City of London's Open Space(s) and should be able to demonstrate positive actions and outcomes that address the relevant Open Space's Management Plans (Details of which can be found on the City of London Corporation website). This could be via practical work on the ground, production of plans or a combination of both.

##### **c) Improving our knowledge of the biodiversity of the open spaces.**

The activities supported through this sub theme should help improve our knowledge of the biodiversity of the City of London's Open Space(s). This could include survey or inventory projects or small scale research projects on species habitats found in open spaces. They could include comparative studies using other locations/sites but the majority of the project should be carried out on a City of London Open Space. Projects should either be able to demonstrate positive actions and outcomes that address the relevant Open Space's Management Plans or which complement them. (Details of which can be found on the City of London Corporation website).

##### **d) Delivering behaviour change initiatives which reduce the amount of litter and flytipping within open spaces.**

The activities supported through this sub theme should deliver behaviour change initiatives which reduce the amount of fly tipping and leaving of litter in open spaces through increasing awareness and understanding of the impact of littering, and embedding long term changes in behaviour. The initiatives can use a wide range of innovative approaches but should be able to demonstrate a solid grounding in behaviour change techniques which embed long term change.

##### **e) Improving mental ill-health through the use of open spaces.**

Good mental health lies at the heart of wellbeing and quality of life, and of effective functioning for both individuals and communities. The activities supported through this sub-theme should support programmes which encourage contact with the COL's Open Spaces as an addition to treatment options within mental health.

## 2. Who can apply for a City of London Corporation Grant?

The City of London Corporation Central Grants Programme is open to organisations that fall into one of the following categories:

1. Constituted voluntary organisation
2. Registered charity
3. Registered Community Interest Company
4. Registered Charitable Incorporated Organisation
5. Charitable company (incorporated as a not-for-profit)
6. Exempt or excepted charity
7. Registered charitable industrial and provident society or charitable Cooperative (Becom)

## 3. Opening Dates

There will be one grant round for this theme, the opening and closing date for which will be confirmed at a later date.

## 4. What is the minimum and maximum Grant that can be applied for?

The anticipated value of grant applications will be £12k. It is anticipated that ten grants may be awarded across the five sub-themes with a minimum of one grant being awarded per sub-theme.

### Overview:

Minimum and maximum grant allowed	Opening date for applications 2016-2018	Closing date for applications 2016-2018	Decision timeframe
£8,000	TBD	TBD	12 weeks from closing date
£15,000 max			

## 4. How do you apply for a grant?

To apply for a City of London Corporation grant you will need to complete an online application form by the corresponding deadline and submit this electronically with your supporting documents to the City of London Corporation Central Grants Unit.

You should send your application to us well before the stated deadline to allow us to process your application in time. We will only consider one application from your organisation at any one time.

All application forms should be completed through the online City of London Corporation grants web portal. Application forms in large print, Braille or audio tape would be offered to applicants by special request.

## **5. How are applications assessed?**

Once the City of London Corporation has received your online application and all supporting documents it will be passed to one of the City Corporation's Grants Officers for assessment. As part of this process a City Corporation's Grants Officer may contact you for more information.

We will acknowledge receipt of your application within 10 working days of it being received. If your application is not complete it will be returned to you and you will have a further 10 working days to send us the missing information.

The City Corporation's Grants Officer may also arrange to visit your organisation as part of the assessment process.

All applications that satisfy the eligibility criteria will be forwarded to Open Spaces officers for approval/rejection.

Once a full assessment has been completed, approved applications will be referred to the Chairman and Deputy Chairman of the Open Spaces and City Gardens Committee for decision.

The timescale to process your application will vary; however, we will endeavour to ensure your application is assessed within 12 weeks of the closing date. You should take account of this when planning your project.

## **6. How do we monitor and evaluate grant recipients once an award has been made?**

If we fund your project we will need you to complete an end of grant monitoring report to confirm how the grant has been spent and what you achieved. Please make sure that you keep receipts for all the items or services you buy with the grant and that you keep them somewhere safe as we may ask you to provide them.

We may also visit you to check how the grant has been spent.

Please keep us up to date if your project or any of your contact details change at any stage during the period of your grant.

## **7. If your grant application is successful**

If your application is successful, an initial offer letter detailing the level of grant awarded will be issued. This may contain special conditions relating to the grant award or pre-agreement grant conditions.

Grant acceptance terms and conditions will be subsequently issued which should be signed and returned within 20 working days.

Once all documentation has been received and approved you would be asked to formally request payment of your grant award.

Note: You cannot start your project until we have received, checked and approved all information that we have requested.



## **8. If your grant application is unsuccessful**

Due to the limited budget available and the number of applications for funding we receive, the City of London Corporation unfortunately cannot provide funding to every applicant that applies for a grant. Grants are therefore issued on a discretionary basis, there is no appeal process and the decision of the City of London Corporation is final.

## **9. Support with your application**

We urge all applicants that are unsure about whether to submit an application to read all available eligibility criteria on our website and attend one of our City Corporation's Grants Officer led workshops; dates for which will be publicised on our website throughout the year.

If you have an enquiry that is not covered within the online guidance, please contact the City of London Grants Unit directly, who will be able provide answers to general queries regarding the application process.

## **10. Can you reapply for funding?**

You may reapply for funding to deliver a continuation of the same project however; organisations cannot hold more than one of our grants at any one time

If you are a current grant holder, you will need to have satisfactorily met all our grant monitoring requirements before applying again.

## **11. What do we not fund?**

There are some things we are unable to pay for are shown below.

- activities that have already taken place or start before we confirm our grant
- any costs you incur when putting together your application
- fundraising activities for your organisation or others
- items that are purchased on behalf of another organisation
- loans or interest payments
- projects that actively promote religious or political activities
- purchase of alcohol

## **12. Further information**

If you have questions about how to apply or about the status of an application, you can contact us on 020 7332 3710, email us at [grants@cityoflondon.gov.uk](mailto:grants@cityoflondon.gov.uk), or visit our website [www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk) to find out more.

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<b>Committee</b>	<b>Dated:</b>
Open Spaces & City Gardens	18/07/2016
<b>Subject:</b> Superintendent's update July 2016	<b>Public</b>
<b>Report of:</b> Superintendent of Parks & Gardens	<b>For Information</b>
<b>Report author:</b> Louisa Allen	

## Summary

This report provides an update to Members of the Open Spaces & City Gardens Committee on management and operational activities across the City Gardens section since June 2016.

## Recommendation

Members are asked to:

- Note the report.

## Main Report

### Budget

1. The City Gardens budget is in line with agreed budget profiles for this time of year.

### Personnel

2. The recruitment of an assistant gardener who can undertake work at weekends and evenings to further reduce overtime costs has been delayed is due to start in July.

### Operational Activities

3. The City Gardens team have completed the first stage of rejuvenation of both Carter Lane and the Queens Diamond Jubilee Gardens to ensure that the gardens are providing a good display throughout the summer months. Further improvements are scheduled for September when the team will tackle the more mature planting which is due for replacement.

4. The City Gardens team have also completed planting improvements to the frontage at St Andrews by the Wardrobe Church – Queen Victoria Street. The project was brought about through partnership working with the church.
5. The last of the summer annual bedding schemes were planted out by the team at the end of June and are providing a good display despite the wet weather experienced recently.
6. The team have been catching up with general maintenance tasks across the City Gardens as well as preparing the gardens for judging for both London in Bloom and Britain in Bloom, taking place 13<sup>th</sup> July and 3<sup>rd</sup> August respectively.

### **Community, Volunteering, Outreach and Events**

7. Open Squares Weekend held on Saturday 18<sup>th</sup> and Sunday 19<sup>th</sup> June.  
  
The City Gardens team supported the event with a truly impressive array of activities available across the City's green spaces, ranging from walks, talks, visits and activities.
8. Six hundred and forty people attended 32 organised walks which were fully booked and 80 people attended the Nigel Dunnett talk held in the City Centre. Fann Street wildlife garden, Sir John Cass primary school roof garden, Golden Lane baggers, the Barbican Station pop-up garden, Inner and Middle Temple, including for the first time the Master's garden, all reported high numbers of visitors. The City Centre received over 800 visitors to view the Rebecca Louise Laws exhibition and a recently commissioned film about City Gardens. Nomura International PLC and Eversheds roof gardens received 2,000 visitors each. The Open Squares organisers reported 18,500 visits across the whole of London, estimating the City received approximately 6,000 of these visits. Four poets from the Poetry School were in residence in some of the gardens and the Friends of Watts Memorial provided a talk in Postman's Park. The Friends of City Gardens raised an impressive £900 from selling teas and coffees and plant donations, an increase on last year's amount. The volume and range of events and activities attracted high profile media attention; two BBC news items, a feature on BBC Gardeners World and a self-walk article in the Sunday Telegraph online gardening section.
9. City in Bloom judging is under way organised by the Friends of City Gardens. The Friends are processing applications that have been submitted from businesses, schools, residents, estates and community groups. The 2016 City in Bloom campaign has been sponsored by J B Riney & Co. Ltd.
10. A celebratory event, including announcing the winners, is planned for 12<sup>th</sup> September and will be held in the City Centre and the Roman Amphitheatre in the Guildhall.
11. Festival Gardens will be the venue for an open air film screening of Purple Rain taking place on 18<sup>th</sup> August, organised by Nomad Cinema, a first for City Gardens. Tickets can be purchased via the City Information Centre and

through Nomad Cinema's website. City Gardens have received sponsorship worth £8,000 from both Brookfield Property Partners and Cheapside Business District which will cover all the associated costs for the event. Food and drink stalls and seating will be available for the evening event.

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<b>Committees:</b>	<b>Dates:</b>
Projects Sub Committee, for information	29 June 2016
Open Spaces and City Gardens Committee, for decision	18 July 2016
Planning and Transportation Committee, for decision	26 July 2016
<b>Subject:</b>	<b>Public</b>
Development of a Churchyards Enhancement Programme	
<b>Joint Report of:</b>	
The Director of Open Spaces and the Director of the Built Environment	
<b>Summary</b>	
<p>This report sets out a proposal to develop a programme to enhance the churchyards in the City.</p> <p>The churchyards are historic open spaces and have collective significance as a cultural asset. They form the setting for the numerous listed churches and ancient monuments, providing a refuge from the City's intensity and are essential places for workers, visitors and residents to rest and enjoy. Many are popular green spaces, however, others are underutilised, uninspiring and in need of improvement.</p> <p>In the future, the public realm will need to support an increasing City population as a result of new development and the churchyards are a vital public amenity in this context. The establishment of the Churchyards Enhancement Programme will address the need for improvements to the churchyards in order to support the Future City.</p> <p>It is proposed to develop the programme, working closely with the Diocese of London and St Paul's Cathedral as partners. The vision is to enhance the churchyards to provide attractive, safe and inclusive spaces. Primarily, the programme will:</p> <ul style="list-style-type: none"> <li>• Respond to the projected increase in worker, visitor and resident numbers in the City by providing enhanced areas to sit, eat lunch, play or relax, including accommodating 'agile working' (working outside the office);</li> <li>• Reduce pressure on current maintenance budgets by delivering new spaces that require less maintenance and identifying efficiencies;</li> <li>• Secure external funding for the enhancement of churchyards;</li> <li>• Prioritise the enhancement of those churchyards in most need, or of most strategic importance to the City.</li> </ul> <p>Land ownership issues, restrictive covenants, byelaws, maintenance agreements planning and other regime issues (including consultation requirements) will be reviewed and different functions for the spaces will be evaluated.</p> <p>The programme is an essential tool to enable the delivery of change in the most efficient and coordinated manner. A programme board is proposed to be established to help drive the programme forward to realise the benefits, whilst resolving strategic and directional issues between projects, including recommending priorities.</p>	

Given that the City's churchyards are a community resource and public amenity, it is proposed to utilise funds from the Community Infrastructure Levy (CIL) to develop the programme which will include identifying particular issues with specific churchyards. Individual projects will then be initiated and progressed through the City's project gateway process as usual. It is envisioned that projects will be funded from a variety of sources including CIL, the Diocese and grants.

### **Recommendations**

Members of the Projects Sub-Committee are asked to:

- Note the report and note that the programme will lead to a number of individual projects that will be initiated through the gateway process.

Members of the Open Spaces and City Gardens Committee are asked to:

- Approve the initiation and development of the programme.

Members of the Planning and Transportation Committee are asked to:

- Approve the initiation and development of the programme, utilising £85,000 from the CIL Public Realm and Local Transport Improvements pot.

## **Main Report**

### **Background**

1. Over the years, the City has incrementally carried out repairs and improvements to its Churchyards in order to maintain them to a good standard. However, the transformational impact of the award-winning St Andrews Holborn Garden project has shown the wide-ranging benefits that such enhancements can achieve, particularly given the context of the growing City population.
2. Officers organised a workshop to identify the issues and opportunities around the City churchyards in October 2015. This involved representatives from St Paul's Cathedral, the Diocese of London and officers from various City departments. This workshop helped to create a comprehensive list of objectives for the enhancement of the City's churchyards.

### **Current Position**

3. Churchyards form the setting for the City's listed churches and ancient monuments, are the burial places of past City communities and are part of a rich ecclesiastical, architectural and social heritage.
4. There are over 50 churchyards in the City and these vary greatly in size, condition and character. Many are popular green spaces or 'hidden gems' that provide much-needed places for rest and enjoyment. However, others are underutilised, lacklustre and in need of improvement.
5. In the future, the public realm will need to support increasing working, visitor and residential populations as a result of new development. The City's churchyards are an essential public amenity and enhancing these assets to



make them relevant and usable is vital for the benefit of the community and the Future City.

6. There are several key issues that affect the churchyards as follows:
  - Churchyards need to retain their individuality and high quality, robust design principles should be applied to their enhancement.
  - Some churchyards are not fully accessible to all members of the community, often due to their historic development and density of burials.
  - Some churchyards are vulnerable to anti-social behaviour or are used for rough sleeping.
  - There is a need to assess the use of some churchyards, including opportunities for events or commercial activity, to ensure that the right balance is achieved. It is recognised that a number of churchyards currently have restrictions which inhibit opportunities for events or commercial activities taking place.
  - Planting should be reviewed to ensure it is of a sufficient quality and easily maintainable.
  - There is an increasing problem of littering and in particular smoking-related litter to be addressed.
  - Maintenance regimes need to be reviewed to ensure they are fit for purpose and to secure efficiencies where possible.
  - Enhancements and repairs ought to be coordinated where possible.
  - There is a need for a common approach to signage, interpretation and marketing across a currently fragmented and diversely managed asset for the benefit of City visitors in particular.
  - There are a variety of different land ownership issues, restrictions, byelaws and legal agreements connected to the City's churchyards. Most churchyards are publicly accessible private land and are either maintained by the City by formal or informal agreement. The freehold often rests with the individual parish and ownership by the parishes has been a major issue in developing maintenance agreements and in progressing improvements.

## **Proposal**

7. The following vision statement for the programme has been prepared:

*'Through a programme of improvement projects and working with our stakeholders, we will seek to enhance the City's churchyards to provide high quality and inspiring spaces that help ensure attractive, flexible, safe, sustainable and inclusive places that support social cohesion and promote a cultural asset for all the City's communities, today, and for the future.'*

8. Programmes provide an umbrella under which individual projects are coordinated. The benefits of such a programme to the City Corporation include the ability to:

- Respond to the projected increase in worker, visitor and resident numbers in the City by providing enhanced areas to sit, eat lunch, relax or play;
  - Accommodate ‘agile working’ (working outside the office) or active uses such as small scale community or corporate events (in those churchyards where such uses are permissible or compatible with the space);
  - Provide inclusive access (wherever possible) to enable disabled people to use the spaces, and improve connections and signage;
  - Reduce pressure on current maintenance budgets by delivering new spaces that require less maintenance and including funds for future maintenance within project budgets;
  - Bid for and secure external funding for the enhancement of churchyards;
  - Prioritise the enhancement of those churchyards in most need, or of most strategic importance to the City, recognising that the latter are often the churchyards with restrictions or complex land ownership or other factors that may restrict or influence their use.
9. The programme development will include identifying particular issues with specific churchyards which will then lead to the design and implementation of improvements. Stakeholders and the local community, including Parishes and users, will be consulted in the development of the programme. A communication strategy will be developed at the outset that will set out details of how consultation and communication will take place throughout the programme.
10. A programme board is proposed to be formed to give guidance and inform decision making throughout the life of the programme. This board will consist of senior officers from the various departments, who are responsible for, or influence, the City’s churchyards. The Diocese of London and St Paul’s Cathedral will also be represented.
11. Key tasks for the programme board will include:
- Ensuring the programme delivers within its agreed boundaries (cost, benefits realisation and timescales);
  - Resolving strategic and directional issues between projects;
  - Maintaining focus on objectives.
- In particular, guidance and decisions will be needed on the following:
- Criteria and determination of the prioritisation of enhancements and recommending funding sources;
  - Consideration of the land ownership, restrictions and byelaws issues which affect their use, and some of which relate to public access and maintenance;
  - Review and agreement of maintenance regime and responsibilities;

- Review and recommendations in relation to use and income generation within churchyards where such use and income generation is currently possible.
12. After the programme is developed and agreed, it is proposed that individual projects will be initiated and progressed through the City’s project gateway process as usual. The programme board will remain in place to provide direction and monitor schemes as they are implemented and benefits are realised. Regular programme monitoring reports will be presented to relevant Committees to provide an overview on progress.

### **Corporate & Strategic Implications**

13. The proposed programme will support the Corporate Plan’s strategic aim: “To provide valued services, such as education, employment, culture and leisure, to London and the nation”, by improving the physical environment around our cultural assets and providing safe, secure, and accessible Open Spaces.
14. The City of London Local Plan 2015, policy CS19, seeks to increase the amount and quality of open space in the City, ensuring that the current ratio of publicly accessible open space to the daytime population is maintained. The Plan seeks to improve public access to open spaces and increase the biodiversity of these spaces.
15. The Open Spaces Strategy was adopted in January 2015 as a supplementary planning document (SPD). It sets out a vision for open space in the City as follows:
- “The creation of a network of high quality and inspiring open spaces which helps ensure an attractive, healthy, sustainable and socially cohesive place for all the City’s communities and visitors”.
- A key issue that the SPD highlights is the need to develop and agree formal maintenance agreements for churchyards maintained by the City Gardens team.
16. The latest Open Spaces Business Plan includes the Churchyards Programme as a key priority. The following Business Plan objectives are of relevance to the Churchyards Programme:
- Protect and conserve the ecology, biodiversity and heritage of our sites
  - Embed financial sustainability across our activities by delivering identified programmes and projects
  - Enrich the lives of Londoners by providing high quality and engaging educational and volunteering opportunities
  - Improve the health and wellbeing of community through access to green space and recreation
17. The Department of the Built Environment Business Plan includes the Churchyards Programme as a key priority. The following strategic aims are of relevance to the programme:

An inclusive future world class sustainable City that offers:

- diverse culture, amenities and leisure that make the City more than a business centre;
- highly accessible central location with efficient travel on City streets upon arrival;
- high quality architecture and public realm that responds to new development and enhances the historic environment
- healthy, safe and resilient environment for workers, visitors and residents;

### Financial Implications

18. Publicly accessible open space and public realm enhancements are both listed as “Infrastructure to be funded by CIL” in the City’s “Regulation 123 List”. The City churchyards are a community resource and cultural asset and, subject to remaining open to the public, may be considered as “publicly accessible open space” and “public realm”. The Community Infrastructure Levy (CIL) may therefore be used to fund the works. In terms of funding the development of the programme, programme development will comprise an assessment of the churchyards to identify specific enhancement requirements to support development, and the development of proposals for specific churchyards to meet those identified requirements. While policy and strategy preparation is not “infrastructure” on which CIL may be spent, the development of a works programme which is required to enable the CIL to be applied may be funded from CIL.
19. The Diocese and the Cathedral will be committing staff resources to the programme development. They are also planning a joint bid to the Heritage Lottery Fund to help fund the proposed enhancements and it should be noted that, if the bid is successful, the National Lottery Commission rules will affect the structure, timeline and delivery of the programme.
20. The estimated cost of developing and managing the programme is £85,000 (CoL staff costs and fees). This includes programme management, site surveys and assessments and development of options for enhancements, use and maintenance. It is anticipated that this work will be completed within approximately 12 months. The programme board staff costs and facilities will not be covered by the CIL funds, but will be funded through the City’s local risk budgets, the Diocese and Cathedral.

**Table A:** Estimated cost of developing the Churchyards enhancement programme.

<b>Item</b>	<b>Cost (£)</b>
Fees (surveys and site assessments)	15,000
Staff Costs (Open Spaces)	25,000
Staff Costs (DBE)	45,000
<b>Total</b>	<b>85,000</b>

21. One of the key work-streams for the programme will be the development of a funding strategy which will need to take into account any costs of related

negotiations, consultations, or legal process (such as revocation of byelaws) and any agreements to be reached in relation to relaxing any restrictions on use. It is envisioned that individual projects that flow from the programme will be funded from a variety of sources including CIL the Diocese and grants.

### **Legal Implications**

22. Churchyards have individual and complex land ownership issues. Only a small number are managed under the Open Spaces Act 1906. Most are publicly accessible private land and either maintained by the City by formal agreement under Section 5 of the CoL (Various Powers) Act 1952 pursuant to the Burial Act 1855 or by informal agreement. The freehold generally rests with the individual parish rather than the Diocese.
23. Many churchyards have either restrictive covenants, byelaws, maintenance agreements or other arrangements which affect the types of improvement or the activities which can take place on them, in particular, those churchyards of strategic importance to the City. There are few which currently permit commercial or income generating activities. As there is no uniformity, each churchyard's legal background will need to be checked prior to designing any proposed activity beyond maintenance. The costs incurred in undertaking this work will be met through local risk budgets. In some cases, negotiations, legal applications, and consultations (either with owners, frontagers or with the wider public) may be required in order to relax restrictions which affect their use. Consultations alone are likely to be protracted e.g. where involving frontagers or where any applications are necessary to revoke and re-make byelaws. The cost implications will need to be considered on a case by case basis (i.e. where public consultations are involved there may be more objections to change in the case of some churchyards, compared with others). Planning considerations will also be relevant as will be, for example, amenity issues.

### **Conclusion**

24. The City churchyards have a collective significance as a community resource and cultural asset. The proposed Churchyards Enhancement Programme will seek to enhance the City's churchyards to provide attractive and inclusive places which are safe and sustainable and better support the Future City.

### **Appendices**

- Appendix 1 – plan of City Cemeteries and Churchyards

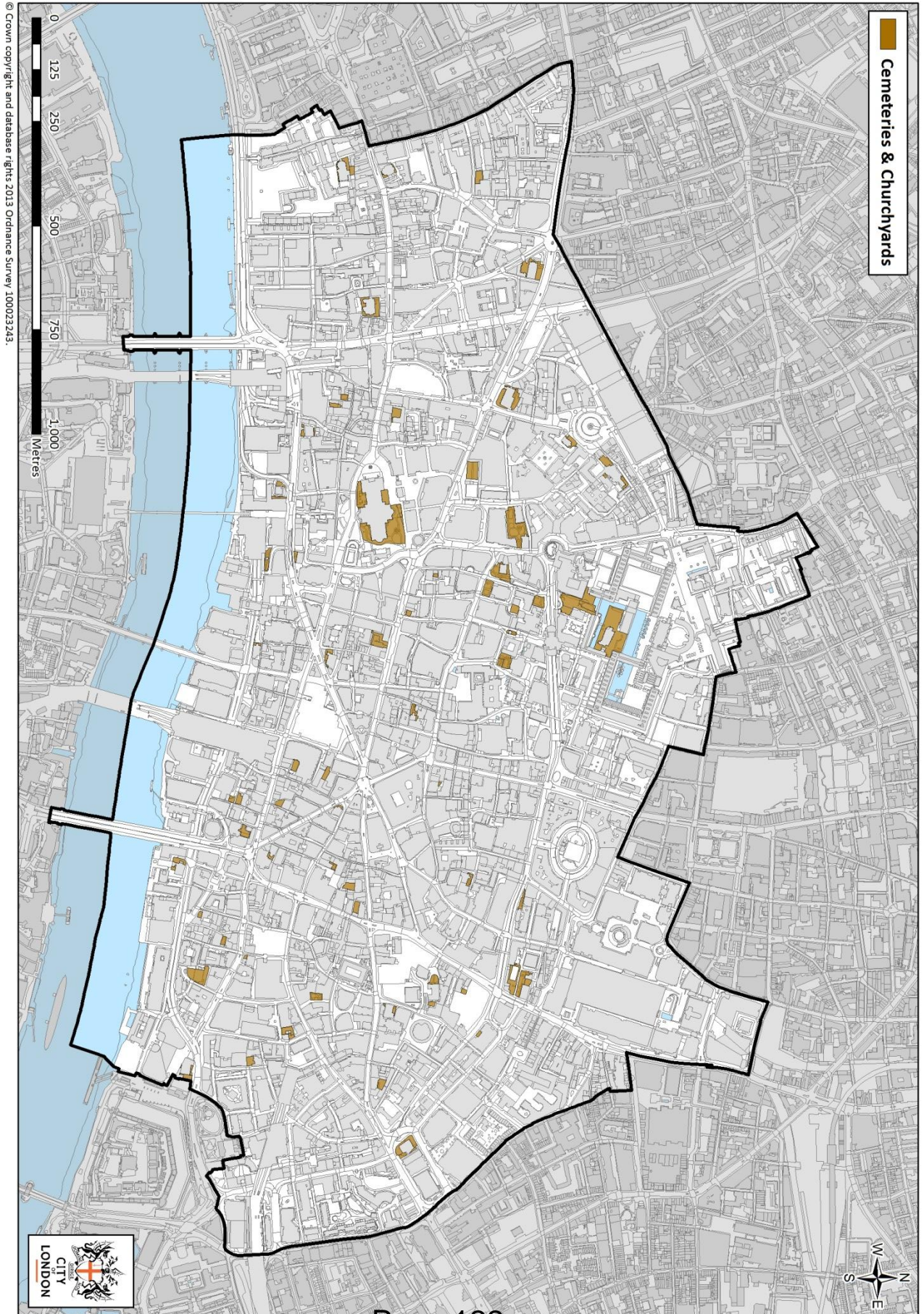
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# Appendix 1 – Plan of City Cemeteries and Churchyards



By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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