



West Ham Park Committee

Date: MONDAY, 18 JULY 2016
Time: 1.45 pm
Venue: COMMITTEE ROOMS - SECOND FLOOR WEST WING, GUILDHALL

Members: Alderman Ian Luder
Wendy Mead
Barbara Newman
Graeme Smith Justin Meath-Baker
Michael Welbank (Chief Commoner
Robert Cazenove
Catherine Bickmore
Richard Gurney
Councillor Bryan Collier MBE
Councillor Joy Laguda MBE
The Rev. Stennett Kirby
Alderman Robert Howard
Deputy John Barker
Jeremy Simons

Enquiries: Natasha Dogra 0207 332 1434
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**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

1. **APOLOGIES**
2. **DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT**
3. **THE ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Court of Common Council.

For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order 29.

For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order 30.

For Decision
6. **MINUTES**
To agree the minutes of the previous meeting.

For Decision
(Pages 3 - 8)
7. **SUPERINTENDENTS UPDATE**
Report of the Superintendent of West Ham Park.

For Information
(Pages 9 - 12)
8. **OPEN SPACES DEPARTMENT, CITY GARDENS AND WEST HAM PARK RISK MANAGEMENT**
Report of the Director of Open Spaces.

For Decision
(Pages 13 - 82)
9. **CYCLICAL WORKS PROGRAMME BID 2017/18**
Report of the City Surveyor.

For Information
(Pages 83 - 88)
10. **LEASING OF LODGES - UPDATE**
Report of the Superintendent.

For Information
(Pages 89 - 96)

11. **REVENUE OUTTURN 2015-16**
Report of the Chamberlain and the Director of Open Spaces.

For Information
(Pages 97 - 102)

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

13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.**

14. **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.

For Decision

Non-public Agenda

15. **MINUTES**

To agree the minutes of the previous meeting.

For Decision
(Pages 103 - 104)

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

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

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Agenda Item 3

MOUNTEVANS, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21st April 2016, doth hereby appoint the following Committee until the first meeting of the Court in April, 2017.
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WEST HAM PARK COMMITTEE

1. **Constitution**

A Non-Ward Committee consisting of,

- eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment; the membership to be the same as the Open Spaces & City Gardens Committee.
- plus the following:-
 - four representatives nominated by the Heirs-at-Law of the late John Gurney
 - one representative nominated by the Parish of West Ham
 - two representatives nominated by the London Borough of Newham

2. **Quorum**

The quorum consists of any five Members.

3. **Membership 2016/17**

- 4 (4) Robert Picton Seymour Howard, Alderman
- 4 (4) Barbara Patricia Newman, C.B.E.
- 6 (3) Ian David Luder J.P., Alderman
- 3 (3) Graeme Martyn Smith
- 6 (2) Wendy Mead, O.B.E.
- 6 (2) Michael Welbank, M.B.E.
- 1 (1) John Alfred Barker, O.B.E., Deputy
- 4 (1) Jeremy Lewis Simons

together with the ex-officio Members referred to in paragraph 1 above and:-

Four representatives appointed by the heirs-at-law of the late John Gurney:-

- Catherine Bickmore
- Robert Cazenove (Heir-at-Law)
- Richard Gurney
- Justin Meath-Baker

One representative appointed by the incumbent or priest, for the time being, in charge of the present benefice of West Ham:-

- The Revd. Stennett Kirby

Two representatives appointed by the London Borough of Newham

- Councillor Joy Laguda, M.B.E.
- Councillor Bryan Collier, M.B.E.

4. **Terms of Reference**

To:-

- (a) have regard to the overall policy laid down by the Open Spaces & City Gardens Committee;
- (b) be responsible for the ownership and management of West Ham Park (registered charity no. 206948) in accordance with the terms of conveyance of the Park by John Gurney, Esq. to the City of London Corporation dated 20th July 1874 and in accordance with the Licence in Mortmain dated 22nd May 1874 and the management of a Nursery;
- (c) authorise the institution of any criminal or civil proceedings arising out of the exercise of its functions.
- (d) express views or make recommendations to the Open Spaces and City Gardens Committee for that Committee's allocation of grants which relate to West Ham Park.

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WEST HAM PARK COMMITTEE Monday, 18 April 2016

Minutes of the meeting of the West Ham Park Committee held at Committee Rooms
- Second Floor West Wing, Guildhall on Monday, 18 April 2016 at 1.45 pm

Present

Members:

Alderman Ian Luder (Chairman)
Jeremy Simons
Michael Welbank
Robert Cazenove
Catherine Bickmore
Richard Gurney
Councillor Bryan Collier MBE
Councillor Joy Laguda MBE
The Rev. Stennett Kirby
Alderman Robert Howard

Officers:

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

1. APOLOGIES

Apologies had been received from Graeme Smith, Deputy Alex Deane, Wendy Mead, Justin Meath-Baker and Barbara Newman.

2. DECLARATIONS OF INTEREST UNDER THE CODE OF CONDUCT

There were no declarations.

3. MINUTES

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

Matters Arising:

Frequency of Meetings

Following a request at the December committee meeting, the Town Clerk had reviewed the frequency of committee meetings dates from 2017 onwards. These dates had been considered and agreed by the Open Spaces and City Gardens Committee and the dates were:

22 February 2017

12 May 2017
17 July 2017
9 October 2017
4 December 2017
20 February 2018.

Members agreed that the Open Spaces & City Gardens Committee should meet at 11:30am, with West Ham Park Committee convening at 12:15pm. The timings of either meeting could be amended should the agenda necessitate this.

Detailed design for a new access gate and path into West Ham Park for the sole use of Park Primary School

One Member of the Committee queried whether the minutes of the meeting held in December were an accurate record of the Committee's views regarding the requirement for a new access gate. The Committee requested that officers consult the local fire brigade over the requirement for an emergency exit for the school and in particular whether there was a need for the gate in the position shown. Without a justification, the case had not been made and officers were asked to take an update from the Superintendent to ensure the view of the Committee was expressed.

The Superintendent informed Members that on Thursday 14th April he received a letter from the London Borough of Newham's Fire Officer stating that he supported the case for a new access gate. Members thanked the Superintendent for the update; however, Members agreed that it would be helpful to request clarification from the Fire Officer as to whether he deemed a new access gate, a *necessary and required* escape route in case of an emergency. Officers would seek clarification from the Fire Officer regarding the requirement for a gate and the proposed design and location. Officers agreed to respond to the Fire Officer and request further clarification which would be reported back to the Committee in June.

4. SUPERINTENDENT'S UPDATE

The Committee received an update from the West Ham Park manager regarding budgetary, staff and operational matters. In particular the Committee's attention was drawn to the Tennis Update. Members noted that during the autumn of 2015 a consultation exercise was carried out with tennis users across the City's Open Spaces Department. 135 people completed online surveys, with a further 12 being interviewed in more detail. For West Ham Park the highest satisfaction levels were for the "accessibility" of the court and the value for money of the courts, the lowest satisfaction levels were for the booking system. There was significant interest in coaching, with 33% saying they were interested in "one to one" sessions and another 44% saying that they were interested in "group coaching".

Comments were made regarding the poor surfacing of some of the courts. The comments received were discussed with the Lawn Tennis Association (LTA) in December and are helping to inform future plans for tennis provision in West Ham Park. Refurbishment works of the nine old courts started on the 18th

January and are on schedule to be to be completed by June 2016. The LTA are assisting with the development of a programme of coaching and courses that will be launched when the courts reopen. The LTA have proposed a strategic partnership with the City of London in order to encourage more people to play tennis in London.

Resolved – that the update be received.

5. 2016 TO 2019 OPEN SPACES BUSINESS PLAN

The Committee were advised that the Business Plan detailed fifteen key actions over a five year period that would deliver these departmental and charitable objectives. In order to manage performance, twenty four 'SMART' performance indicators were been proposed. This would enable the Department to show, over a three year period that it is working towards continuous improvement.

Officers informed the Committee of a typographical error in relation to the target dates for OSD01 Ensuring the Health & Safety of Staff, Contractors and Public and OSD08 Breaking Ground to 1st April 2017.

A Member raised a query regarding whether further support was needed to secure funding to support work on responding to planning issues. Officers informed Members that additional resources provided in a previous year had been unspent and that the appropriate time to consider this would be when budget reports are submitted to the Committee for Members' consideration later in the year.

A Member queried whether an increase in the percentage of Health and Safety accidents that were investigated within 14 days should be amended to include the number of incidents reported. Officers informed Members that allocating a target number for incidents did not encourage reporting and an open reporting regime was to be encouraged. Members agreed that the most important aspect of any incident would be the lessons learnt and improvements implemented as a result. Another Member asked for apprentices to be included in the risk regarding the recruitment and retention of staff.

The Committee agreed that the strategic role played by Elected Members and the function of decision making Committees should be brought to the forefront of the business plan. The Committee said the Superintendents should continue to work with Members and especially their Chairmen, for a steer before reports were considered at committee meetings.

Resolved – that the business plan and risk register be agreed, with any minor amendments being delegated to the Chairman and Deputy Chairman in consultation with the Director of Open Spaces and the Town Clerk.

6. WEST HAM PARK SPORTS CHARGES 2016/17

The Committee received the Sports Charged report and noted that charges for the wide range of recreation and sporting facilities that were provided in all the

City Corporation's Open Spaces were reviewed annually. The current 2015/16 charges for West Ham Park were approved by the Committee in April 2015.

The Committee were informed that the Park Manager attends the Newham Cricket Development Group with the London Borough of Newham (LBN), Active Newham and Essex County Cricket amongst others. The Group have expressed an interest in developing the park as a cricketing hub, but to do so would need to increase adult cricket facilities further. A review of the current sports provided by the park has shown that whilst football pitch usage has increased in the past year, one football pitch would be sufficient to provide space for the current users. Members noted that this was currently being investigated and required further investigation to ascertain whether there was space on site to establish another adult cricket wicket if a football pitch was decommissioned.

The Officers informed Members that all sports charges were due to be reviewed departmentally particularly with regard to concession charges as part of the work of the Sports Board. In regards to cricket, Members noted that adult single matches had been rounded up however were still competitive. New prices had been included for matches of up to 4 hours to encourage evening matches of 20 overs to be played in the park.

Discussions ensued regarding whether the charges proposed were appropriate and in line with payments charged by other authorities. Members focussed on whether charges for single matches should increase. Officers informed Members that although the charges for use of the football pitches were low it was anticipated that this would encourage more use of the pitches in the future.

Resolved – that the proposed sports charges be agreed.

7. PROGRESS ON SPORTS PROJECTS AND PROGRAMME BOARD AND PARTNERSHIP AGREEMENT WITH THE LAWN TENNIS ASSOCIATION

The Committee noted the progress which made with the Sports Projects and Programme Board; specifically with regard to a review of our sports provision and the development of a strategic partnership approach with the Lawn Tennis Association (LTA), including the development of an online tennis booking application. Members noted the benefits of entering a partnership with the LTA which includes access to coaches and coaching models and tennis courses for all ages and abilities and seeks Members' support for this approach

The Committee noted that in order to seek the views and inform stakeholders a period of engagement was carried out with our tennis users and non-users by an external consultant. Face to face interviews, focus group and telephone interviews took place. This work was funded by the LTA. The results of the consultation exercise would help inform a set of recommendations that would be presented to City of London stakeholders for consideration; forming part of the wider consultation process with users and non-users of the sports facilities.

Resolved - that Members:

- Noted the content of this report and the progress which has been made by the

Sports Programme and Project Board.

- Supported a partnership approach with the Lawn Tennis Association through a Memorandum of Understanding.
- Supported the implementation of the Strategic Impact Framework for the Sports Programme & Physical Activity.

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

There were no questions.

9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT.**

There was no urgent business.

10. **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 Paragraph 3 of Part I of Schedule 12A of the Local Government Act.

11. **MINUTES**

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

12. **GATEWAY 1 & 2 PROJECT PROPOSAL: WEST HAM PARK NURSERY**

The Committee noted the Gateway 1/2 report regarding West Ham Park Nursery.

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

There were no questions.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There was no urgent business.

The meeting ended at 2.45 pm

Chairman

Contact Officer: Natasha Dogra
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Committee	Dated:
West Ham Park	18/07/2016
Subject: Superintendent's Update June 2016	Public
Report of: Superintendent of Parks and Gardens	For Information
Report author: Lucy Murphy	

Summary

This report provides an update to Members of the West Ham Park Committee on management and operational activities at West Ham Park since April 2016

Recommendation

Members are asked to:

- Note the report.

Main Report

Budget

1. The expenditure for West Ham Park for 2015/16 was within budget allocation. As previously advised, the income generated from floral and bedding sales at the Nursery fell short of the expected levels. However the resulting overspend is lower than previously estimated, and the final figure is confirmed in a separate outturn committee report. The Chamberlin is working with us to help minimise the impact on the nursery reserve.

Personnel

2. The Park and Nursery have a full complement of staff.

Operational Activities

3. **Tennis Courts:** The works progressed well and the courts were opened to the public on the 18th June. On-line booking through the Clubspark is being launched in early July (see <https://clubspark.lta.org.uk/WestHamPark>). The gym equipment has been re-sited outside the courts with 3 new pieces being installed. These are proving popular with local users. Due to the smaller dimensions of the run-off areas of the new courts, around 170m² has been returned to the ornamental garden. 80 tons of soil and leaf compost (generated on site) have been used to create a new woodland walk area in the garden. This will be planted with woodland plants in the autumn.

4. **Ornamental gardens:** The rose garden has been planted with over 2,000 herbaceous perennials and shrubs. Annual bedding in the 3 and 5 beds has been removed and replaced with perennial plants but in a bedding layout. A South Africa planting scheme will be implemented in the 'ribbon beds' to reflect Dr John Fothergill's plant hunting heritage of the park.

Property Matters

5. **Infrastructure maintenance:** Various paving repairs have taken place in the ornamental garden, including new cobbled sets in a traditional 'fan' pattern (leading from the rose garden gate towards the tennis courts). The tarmac path that leads from the main gate along the boundary of the gardens towards the office was failing at the edges and has been re-surfaced.
6. **Nursery Project:** The Gateway 1/2 report was presented to Project Sub-Committee on the 11th May and was approved. Tenders have been received from a number of companies to provide their services to evaluate potential options for the nursery site. The Park Manager is working with the City Surveyor department and the City Procurement team to review the documents received and select a consultant to take the project forward.
7. **Park Primary gate:** The Park Manager has been in contact with LB Newham's Fire Officer regarding the requirement for a gate and the proposed design and location. More specifically whether he deemed a new access gate a necessary and required escape route in case of an emergency. A response has not yet been received.

Community, Volunteering, Outreach and Events

8. **Corporate Volunteers:** 80 staff from Thomson Reuters volunteered at the park in May. Over a three day period they rubbed down, undercoated and painted railings, benches, bins and the small children's play structure in the children's playground. The volunteers were charged £25 per head to cover the cost of all equipment involved. Further volunteers referred to us by the East London Business Alliance assisted on a fourth day to complete the works. The volunteers' work has given the playground a real lift before the opening of the paddling pool and the start of the summer season in June. Another 27 corporate volunteers came to site on 17th June and assisted with maintenance in the ornamental gardens and orchard area.
9. **WHP Friends group:** At their April meeting the Chair and Deputy presented a draft constitution for the group's consideration and outlined the events that they will be leading on during the remainder of 2016 as listed below. The constitution was formally adopted by the friends at their AGM on the 21st June. The existing Chair and Deputy Chair were re-elected for their final year
 - 17 July – Support at Give it a Go event
 - 25 August - Bat walk
 - 30 September - Bat walk
 - 6 November - 'Newham's biggest leaf pile'

- 2 December - 'Park in the Dark'
10. **'Give it a go' event, 17th July:** To celebrate the opening of the tennis courts and to promote healthy and active lifestyles the park will be holding a 'Give it a Go' event in the park on Sunday 17th July. This event has been run at Hampstead Heath over a number of years and allows people to try various different sporting activities for free. West Ham Park is working with the Lawn Tennis Association to promote the event and will be offering free tennis coaching on the day. West Ham Cricket Club have also confirmed their attendance, along with The Space East Yoga company. Pop up food stalls from Shepherds markets will provide a range of food and beverages. The high quality food market was selected by the Culture Heritage and Libraries department to deliver the 'Summer Lunch Market' in Guildhall Yard and have been fully checked for hygiene licenses etc.
11. **Summer Bandstand programme:** following the success of last year's music on the bandstand, we have programmed in further acts for this summer. In consultation with our friends group we have moved the performances to July when the park is busier. The performances will take place between 1:30 and 3:30pm – further details below:
- a. 10 July: The Bundy Brothers (Country music)
 - b. 17 July: The Basil Hodge Quartet (Latin, Jazz and Blues)
 - c. 24 July: Taru (interactive percussion session followed by a range of styles from the Rio sounds of Samba to the more mellow vibes of jazz)
 - d. 31 July: Mike Edmonds Band (Smooth jazz / jazz fusion)

Lucy Murphy
West Ham Park Manager

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Committee:	Date:
Open Spaces and City Garden West Ham Park Committee	18 July 2016 18 July 2016
Subject: Open Spaces Department, City Gardens and West Ham Park Risk Management	Public
Report of: Director Open Spaces	For Decision
Report Author: 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:

Risk	Reason for removal from Departmental risk register
OSD 003 - Delivering the departmental road map programmes and projects	Current risk is green (4) and the target risk is green (2).
OSD 007 – 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.
OSD 008 – Breaking ground	This is now included within the divisional risks; 'ensuring the health and safety of staff, volunteers contractors and public'.
OSD 009 – 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.
OSD 010 – 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

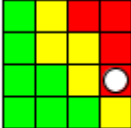
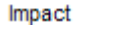
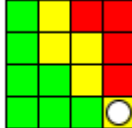
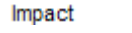

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Appendix 1: Open Spaces – Corporate and Departmental Risks

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
<p>CR11 Hampstead Heath Ponds – overtopping leading to dam failure</p> <p>05-Feb-2015</p> <p>Sue Ireland; Paul Monaghan</p>	<p>Cause: The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping</p> <p>Event: Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams</p> <p>Impact: 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>	<p>Likelihood </p> <p>Impact </p> <p>16</p>	<p>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.</p> <p>23 Jun 2016</p>	<p>Likelihood </p> <p>Impact </p> <p>8</p>	<p>31-Oct-2016</p>	<p></p> <p>No change</p>
Action no, Title,	Description	Latest Note		Managed By	Latest	Due Date

				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
OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public Page 22	<p>Causes: 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>Event: Staff, volunteers or contractors undertake unsafe working practices</p> <p>Impact: Injury or death of a member of the public, volunteers, staff or a contractor</p>	<p>Likelihood</p> <p>Impact</p> <p>6</p>	<p>Likelihood</p> <p>Impact</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
OSD Cem & Crem 001 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
OSD Epping Forest 001 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.		
OSD North London Open Space 006 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
OSD The Commons 001 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

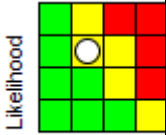
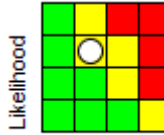
OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public – Linked risks and actions

Divisional Risk	Risk Owner	Linked Actions	Action Description	Due Date	Action Owner
			Clear and appropriate communication Ongoing		Thwaites
Page 25		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>Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change</p> <p>Event: Severe weather at one or more site</p> <p>Impact: 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>Likelihood</p> <p>Impact</p> <p>6</p>	 <p>Likelihood</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&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>Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues</p> <p>Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition.</p> <p>Impact: 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&G 002</p>	01-Apr-2019	Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock

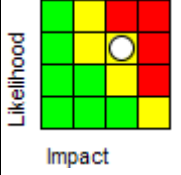
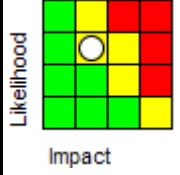
OSD 004 Animal, Plant and Tree Diseases – Linked risks and actions						
Risk	Risk Owner	Linked Actions	Description	Due Date	Action Owner	
OSD Cem & Crem 003 Deterioration of buildings, plant and machinery	Gary Burks	OSD CC 003 a Operational Property Review	Implementation of property review which aims 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
OSD North London Open Space 008 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
OSD Parks & Gardens 002 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

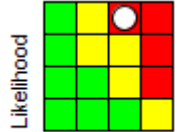
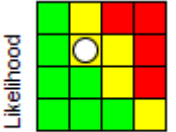
Risk	Risk Owner	Linked Actions	Description	Due Date	Action Owner
		OSD P&G 002 d Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors	31-Jul-2017	Martin Rodman
		OSD P&G 002 e Memorial Management	Agreement 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 131	<p>Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; ‘natural’ spread of pests and diseases from neighbouring areas.</p> <p>Event: 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>Impact: 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>	 <p>12</p>	 <p>6</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 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	Cause: 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 34	<p>out necessary monitoring/research, lack of partnership working with Planning Authorities</p> <p>Event: Major development near an open space</p> <p>Impact: 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
OSD North London Open Space 011 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
OSD Parks & Gardens 007 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
OSD The Commons 002 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

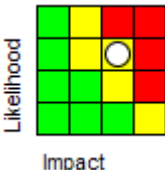
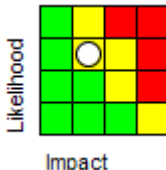
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Appendix 2: Open Spaces All Divisions Risk Register

Generated on: 24 June 2016

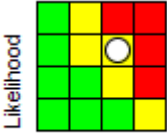
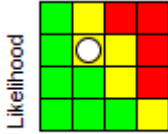
Rows are sorted Division and by Risk Score


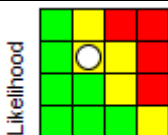
PARKS AND GARDENS – Rows are sorted by Risk Score

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	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings, playground equipment and other assets become unusable Impact: 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		


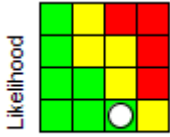
		arranged, undertaken across all City Gardens by Diocese. 20 year programme of investment and maintenance of all memorial assets to be agreed. Review annually. In-house training for topple-testing and tagging of memorials taken place.			
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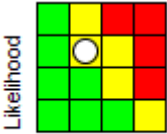
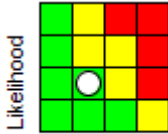

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 004 Tree Diseases and other pests Nov-2015 Martin Rodman	Causes: Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc Event: Sites become infected by plant or tree diseases Impact: 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.		12	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. 09 Jun 2016		4	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
OSD P&G 005 Climate and Weather 25-Nov-2015 Martin Rodman	Causes: Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced Event: Severe weather/climate impacts at one or more sites Impact: 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. 09 Jun 2016	 Likelihood	6	01-Apr-2017	↔ No change
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date		
P 309 39 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		

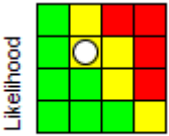
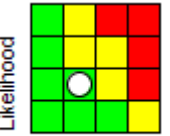
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 007 Population Increase (residential and worker)	Causes: Pressure on planning authorities to meet housing targets and needs Event: 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			

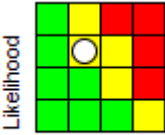
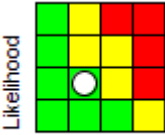

25-Nov-2015 Martin Rodman	Impact: Increase in visitor numbers causing additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.			09 Jun 2016				No change
Action no, Title,	Description	Latest 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
OSD P&G 008 Major Incident resulting in prolonged 'Access Denial' 09-Jun-2016 Martin Rodman	Causes: Pandemic; deliberate act of terrorism. Event: Major incident, terrorism,; evacuation of East London; aircraft crash; failure of underground services. Impact: Multiple loss of life; inability to access and manage sites; long-term damage to personnel team, sites, assets and reputation.		8	Local Authority Civil Contingency Plans; Parks & Gardens Emergency Plan 09 Jun 2016		4	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
OSD P&G 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 25-Nov-2015 Martin Rodman	Causes: 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. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. Impact: 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. 09 Jun 2016	 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		

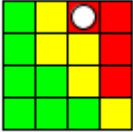
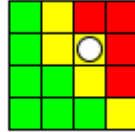

OSD P&G 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Periodic reminder of importance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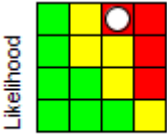
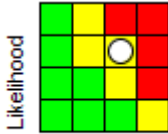

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 003 Finance - SBR Roadmap Nov-2015 Martin Rodman	<p>Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues</p> <p>Event: 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>Impact: 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>09 Jun 2016</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		

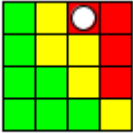
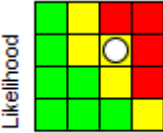

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 006 Public Behaviour 25-Nov-2015 Martin Rodman	<p>Causes: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol.</p> <p>Event: litter, dog fouling, dog attacks, public incursions, anti-social behaviour</p> <p>Impact: 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. 09 Jun 2016	 <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		

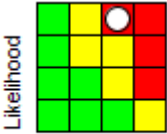
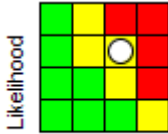
EPHING FOREST – Rows are sorted by Risk Score

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 Decline in Assets condition 19-Aug-2015 Paul Thomson	Causes: Poor maintenance, failure to implement recommendations. Event: Failure to meet statutory regulations and checks. Buildings deteriorate to unusable/unsafe condition. Impact: Poor condition of Assets, loss of value, cost of repair. Fines from Local Authority, and other statutory bodies.	 Likelihood	24 Impact	Regular assets inspection Budget set aside for carrying out recommended works 31 May 2016	 Likelihood	12 Impact	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		

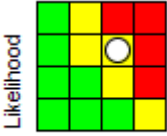
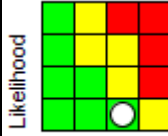
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 008 Invasive Non Native Species (INNS) 19-Aug-2015 Paul Thomson	Causes: Lack of adequate controls on international trade encourages transmission of invasive non-native species; inadequate site biosecurity often through conscious public release of INNS within Forest Event: 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) Impact: loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites.	 Likelihood	16 Impact	Monitoring programmes remain in place. Spread of INNS continues to be a risk. Regular review 31 May 2016	 Likelihood	12 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		

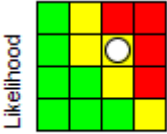
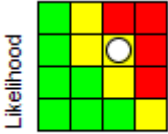

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 010 Development Consents close to Forest Land 19-Aug-2015 Paul Thomson	Causes: Lack 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 Event: Large housing; transport infrastructure or other developments on land affecting Epping Forest. Impact: 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	In the last 12 months there has been an increase of use of green belt for developments and development of current houses into flats. 19 May 2016	 Likelihood	12	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	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		

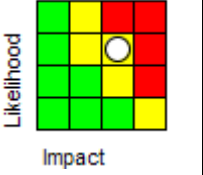
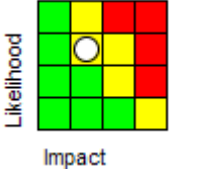
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 012 Loss of Forest Land and/or concession of prescriptive rights 19-Aug-2015 Paul Thomson	Causes: Lack of single definitive reference point for Epping Forest boundaries and accesses. Event: Failure to recognise encroachments or legal limitation by the failure to act within a reasonable period of time. Impact: 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	16	Status of 32 disputed areas to be determined Legal advice to be sought on key issues Initial registration completed with Land Registry 31 May 2016	 Likelihood Impact	12	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		

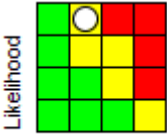
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 016 Financial management and loss of income 18-May-2016 Paul Thomson Page 48	<p>Causes: 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>Event: 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>Impact: 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

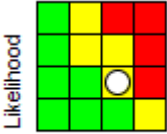
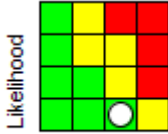
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 003 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition 19-Aug-2015 Paul Thomson	Causes: Lack of grazing pressure; Invasive Non Native Species (INNS); anthropogenic nitrogen deposition; atmospheric pollution; and climate change. Event: Unfavourable assessment by Natural England. Impact: 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 Impact	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 31 May 2016	 Likelihood Impact	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	<p>Causes: 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.</p> <p>Event: Sites become infected by pathogens causing diseases which lead to the decline or loss of key species</p> <p>Impact: 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.</p>	 <p>Likelihood</p> <p>Impact</p>	12	Biosecurity measures are in place for staff, volunteers and contractors 31 May 2016	 <p>Likelihood</p> <p>Impact</p>	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		

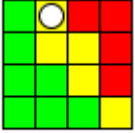
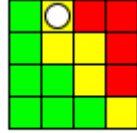

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 009 Severe Weather Events 19-Aug-2015 Paul Thomson	Causes: Severe gale and storm events, prolonged precipitation/increased precipitation events or restricted precipitation increasing Fire Severity. Event: Severe weather events including periods of drought; flooding; gales; and increased Fires Severity. Impact: 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.		12	Cutting of firebreaks completed Sept 15. 31 May 2016		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		

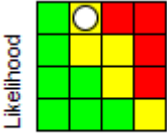
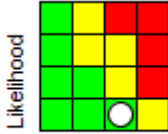
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 19-Aug-2015 Paul Thomson	Causes: 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. Event: Staff, volunteers contractors or licensees undertake unsafe working practices Impact: 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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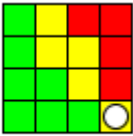
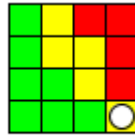

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 004 Eased Reservoirs 10-Aug-2015 Paul Thomson	Causes: Inadequate design, insufficient 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 Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse Impact: 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

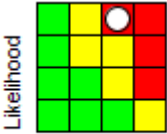
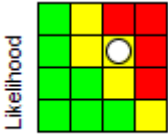
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 011 Wanstead Park – Heritage at Risk Register 01 Aug-2015 Paul Thomson	Causes: Grade 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. Event: Failure to complete Impact: 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 31 May 2016	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		

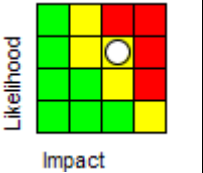
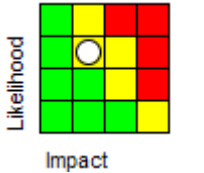
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 013 Loss of knowledge in skilled staff / Difficulties in recruitment 19-Aug-2015 Paul Thomson	Cause: Previous reliance on memory-based rather than documentary records; Retirements amongst ageing workforce; Remuneration and benefits package increasing uncompetitive for market sector Event: Loss of knowledge and skills. Impact: 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		

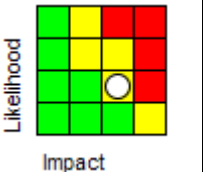
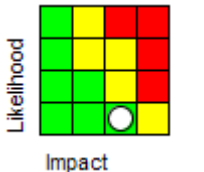
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 014 Major Incident resulting in prolonged 'Access Denial' 19-Aug-2015 Paul Thomson	Causes: Pandemic; Human error, mechanical failure or deliberate act of terrorism. Event: 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. Impact: 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 Public behaviour 19-Aug-2015 Paul Thomson	Causes: Crime, irresponsible dog owners, rough sleepers, User conflict, trespass, alcohol. Event: Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social behaviour Impact: 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 31 May 2016	 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


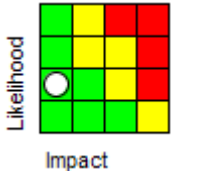
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 011 Impact of housing and population and transport increase 23-Jun-2016 Bob Warnock Page 58	Causes: 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. Event: Large houses, buildings or other developments on land affecting Open Spaces. Impact: 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	16	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 23 Jun 2016	 Likelihood Impact	12	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	Causes: Inadequate biosecurity, buying of infected trees, plants or animals, spread of windblown OPM (oak processionary moth) from adjacent sites Event: Tree disease including Massaria, Ash Die Back, Oak Processionary Moth. Sites become infected by animal, plant or tree diseases Impact: Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM		12	Competent and trained arboricultural staff liaise with the Forestry Commission and approved arboricultural contractors, e.g. for removal of OPM. 24 May 2016		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	Cause: 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 Event: Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond.		8			4	31-Mar-2017	↔ No change

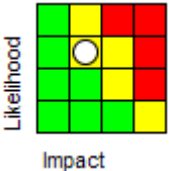
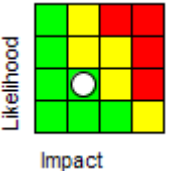

Bob Warnock	Impact: Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty					
Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date	
OSD NLOS 008 a Training	Training for lifeguards Training is ongoing activity Review annually	Trainer has been 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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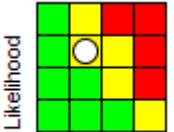
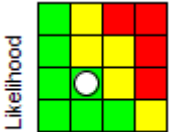
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score change indicator
OSD NLOS 006 Ensuring the Health and Safety of staff, contractors, visitors and volunteers 10-Aug-2015 Bob Warnock	Cause: 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. Event: Staff or contractors undertake unsafe working practices Impact: Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty	 Likelihood Impact	6 02 Jun 2016	 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

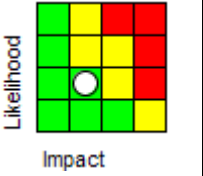
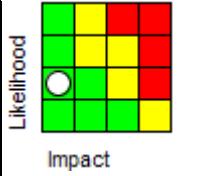
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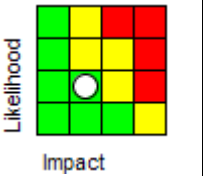
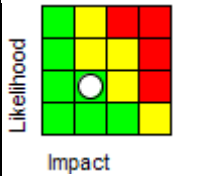
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 008 Maintenance of Divisional buildings and equipment 10-Aug-2015 Bob Warnock	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public building become unusable Impact: 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. 02 Jun 2016		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 62 03-Jun-2016 Bob Warnock	Cause: Non compliance with zoo licensing legislation, failing to follow best practice, failing to have sufficient and suitably qualified staff Event: Animal mortality, increase of animal disease, possible infection to human beings Impact: 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 02 Jun 2016	 Likelihood Impact	4	01-Apr-2017	New Risk

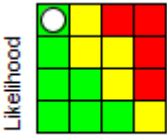
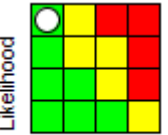

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 010 a Facilities operated by appropriate staff	Recruiting to Senior Zoo Keeper and engagement officer. Training delivered for Queens Park team in basic animal husbandry to support ongoing management of the Farm Staff 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	Causes: A gap of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes, timescales and deliverables. Event: The Division is unable to deliver its agreed roadmap projects and programmes in agreed timescales or achieving agreed outcomes Impact: Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.		4	Roadmap programmes are now in year two of three year programme. 31 May 2016		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 63	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	Causes: Warm weather leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes. Event: Large-scale fire. Impact: Possible loss of life, serious injury to staff, visitors, contractors and volunteers. Damage to site.		4	Target risk changed to reflect current risk level and improvements in fire safety training. 31 May 2016		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>Causes: Severe wind events, prolonged precipitation or restricted Precipitation</p> <p>Event: Severe weather/climate impacts at one or more sites within the Division</p> <p>Impact: 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>31 May 2016</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
OSD TC 002 Local Planning Issues 08 Jun-2015 Andy Barnard	Causes: 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 Event: Large housing or other developments on land affecting the Open Spaces. Impact: 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 Impact	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 24 Jun 2016	 Likelihood	12 Impact	31-Mar-2017	↔
								No change
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	Causes: Amendments to EU 'Common Agriculture Policy' legislation/UK interpretation. Event: Reduction in direct grant available from the Rural Payments Agency (RPA) to deliver agricultural/conservation related services across the Division. Impact: 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		

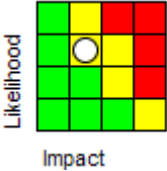
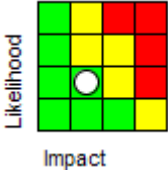
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 004 Tree Diseases and Other Pests 10-Jun-2015	Causes: Inadequate biosecurity, purchase 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 Event: 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 Impact: 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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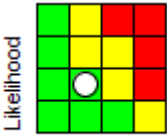
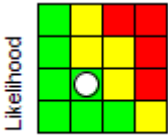

Action no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 005 Climate and Weather 10-Jun-2015 Andy Barnard	Causes: Severe wind events, prolonged precipitation or restricted precipitation. May be Climate change influenced Event: Severe weather/climate impacts at one or more sites Impact: 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		

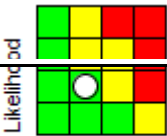
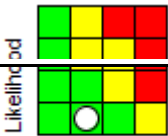

OSD TC 005 a Fire management	Review and update plan Fire management and monitoring policies and plans in place and link to staff training and local emergency services	Site information/resources shared with emergency services Plan reviewed annually	Hadyn Robson	24-Jun-2016	31-Mar-2017
OSD TC 005 b Storms	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 Page 66 Andy Barnard	Causes: 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 Event: Staff, volunteers or contractors undertake unsafe working practices Impact: 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 14 Jun 2016		4	31-Mar-2017	↓ Decreased Risk Score

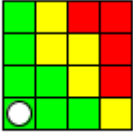
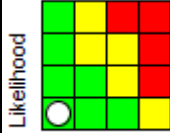

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD TC 001 a Appropriate resourcing	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing		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

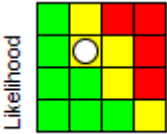
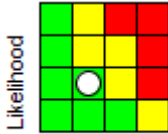

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 003 Finance - SBR Roadmap 10-Jun-2015 Andy Barnard Page 70	<p>Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional merger issues</p> <p>Event: Division is unable to deliver its roadmap programmes to agreed targets and timescales. Adverse workload impact on service delivery</p> <p>Impact: 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.</p>	 Likelihood Impact	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. 14 Jun 2016	 Likelihood Impact	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
OSD TC 006 Pond	<p>Causes: Erosion, inadequate design quality, lack of maintenance, leaks</p>	 Likelihood Impact	4	Carry forward requested into 2016/17 to reassess 2011 design plans and	 Likelihood Impact	2	31-Dec-2018	

Embankments, Burnham Beeches 10-Jun-2015 Andy Barnard	Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion and potential collapse Impact: Loss of life. Damage to downstream land/property. Litigation. Damage to/loss of habitat and associated rare species. Reputational harm.			costs 14 Jun 2016				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	

Page 7	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 008 Kenley Revival Project 10-Jun-2015 Andy Barnard	Causes: 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. Event: Failure to secure funding for the current HLF project or alternative project / funding source Impact: Continuing deterioration of at risk heritage features; education and interpretation opportunities missed; deteriorating state impacts negatively on the City's reputation	 Likelihood Impact	1 Funding in the sum of £880,900 received 17 September 2015. Officers in post and project progressing. Remove from risk register 24 Jun 2016	 Likelihood Impact	1 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 Financial failure 18 Aug-2015 Gary Burks	<p>Causes: 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>Event: Net agreed budget position not met at year end.</p> <p>Impact: 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>06 Jun 2016</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 Deterioration of buildings, plant and machinery 19-Aug-2015 Gary Burks	Causes: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings become unusable. Plants and trees die. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance	 Likelihood Impact	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. 07 Jun 2016	 Likelihood Impact	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		


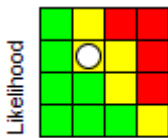
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 009 Systems Failure	Cause: IT systems including telephony fail Effect: Unable to operate as per normal. Unable to access Gower system. Unable to speak to funeral directors, doctors and internally across the site Impact: Burials and cremations may have to	 Likelihood Impact	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 Impact	6	31-Mar-2017	↔


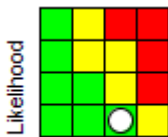
01-Jun-2016 Gary Burks	be cancelled/no bookings can be taken. Burials in the wrong graves. Loss of income. Reputational damage			match as a lower target score not able to be achieved until corporate OT becomes more reliable and stable. 07 Jun 2016				No change
Action no, Title,	Description	Current Risk 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 Extreme weather 21-Jun-2016 Gary Burks	Cause: Strong winds causing significant tree damage within the cemetery and crematorium landscape Effect: Roads closed, exclusion of the public, disruption to funerals Impact: Significant cost to division and possible loss of income/ negative publicity		6	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 21 Jun 2016		6	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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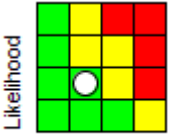
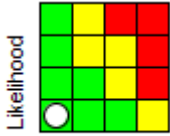
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 011 Tree and plant diseases 21-Jun-2016 Gary Burks	Cause: Tree Disease or infestation Effect: Loss of tree stock or exclusion of the public from certain areas of the cemetery Impact: Partial closure of site or loss of mature trees and the affect that this would have on the landscape		6	Trees are surveyed and inspected, departmental experts have been setting pheromone traps in vulnerable tree stock 21 Jun 2016		6	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		

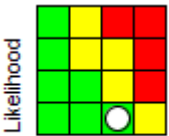
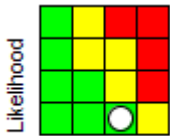
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSC CC 007 Loss of access to the Cemetery & Crematorium	Cause: Police/COL close site (or access to) for H&S/emergency/investigatory reasons Effect: Inability to undertake burials or cremations, visitors not able to visit graves, Impact: potential reputational damage, financial loss		4	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		4	31-Mar-2017	↔

01-Jun-2016 Gary Burks				re-opened as soon as possible. 21 Jun 2016				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	


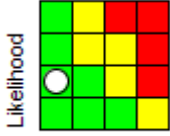
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 001 Failure of health and safety procedures 18-Aug-2015 Gary Burks	Causes: Poor understanding 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 Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of staff, contractor, volunteer or member of the public		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. 03 Jun 2016		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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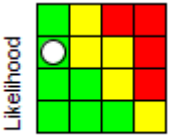
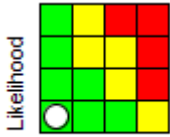
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 006 Theft from offices 19-Aug-2015 Gary Burks	Cause: Cash handling in offices with staff receiving large sums of money for the purchase of graves. Event: Theft of a significant sum of money. Impact: Monetary loss, staff impact, reputational impact.	 Likelihood	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. 21 Jun 2016	 Likelihood	1	31-Mar-2016	↑ Increased Risk Score
Section 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 Pandemic or Mass Fatalities incident 01-Jun-2016 Gary Burks	Cause: Major incident or pandemic causing mass fatalities in the areas served by the Cemetery and Crematorium Effect: Significant increase in local deaths (need for burial and cremation) coupled with a possible reduction in staff in the case of a pandemic. Impact: Dramatic increase or spike in service need that would have to be accommodated (we are the largest local provider in the area).	 Likelihood	4	Updated annually as part of our Business Continuity Action Plan. 24 Jun 2016	 Likelihood	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

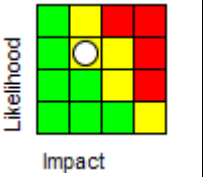
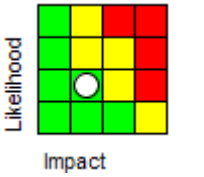
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 004 Anti-social behaviour 19-Aug-2015 Gary Burks	Cause: Improper monitoring of access to the grounds. Lack of security on the grounds. Poor relations with local police. Event: Vandalism or damage to the site. Crimes committed on the grounds. Impact: Reputational impact. Maintenance or repair costs. Negative effect on business.		3	Alarms are fully operational now 03 Jun 2016		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
OSD CC 005 Failure to recruit and retain staff with required skills 19-Aug-2015	Cause: Failure to provide attractive employment prospects for skilled staff. Event: Staff capacity greatly reduced as skilled workers move to other fields. Impact: 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. 07 Jun 2016		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	Cause: Three year reducing CBT funding. Minimal local risk funding. Event: No long term provision of the Learning Programme in it's current structure Impact: 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)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time Period	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
Numerical	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
Minor (1)	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.
Serious (2)	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.
Major (4)	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.
Extreme (8)	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

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

Risk Definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	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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Committee(s):	Date(s):
West Ham Park Committee	18 July 2016
Subject: Cyclical Works Programme bid 2017/18	Public
Report of: The City Surveyor CS: 157/16	For Information
Summary	
<p>This report sets out a provisional list of cyclical projects being considered for West Ham Park in 2017/18 under the umbrella of the “cyclical works programme”.</p> <p>The draft cyclical project list for 2017/18 totals £186,400 and if approved, will continue the ongoing maintenance of the property and infrastructure assets.</p> <p>Recommendation</p> <ul style="list-style-type: none"> • That your Committee notes the content of this report 	

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 West Ham Park received £5,500 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 West Ham Park.

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 West Ham Park 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 in January 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 West Ham Park 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 West Ham Park 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 at West Ham Park in particular to continue.

Appendices

- Appendix A – Draft Cyclical Works Programme 2017/18

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Appendix A - West Ham Park Cyclical Works Programme List

Committee	Location	Building	Description	Cost
West Ham Park	West Ham Park	Ornamental Gardens	BRIDGE INSPECTION & SURVEY	£1,200
West Ham Park	West Ham Park	Main Gate	DRAINAGE REMEDIAL & REPAIRS WORKS	£25,000
West Ham Park	West Ham Park	General	FOOTPATH RESURFACING & REPLACEMENT	£70,500
West Ham Park	West Ham Park	Pavilion Office	CCTV REPLACEMENT	£12,000
West Ham Park	West Ham Park	Tennis Courts, Store and Cricket Nets	FENCING TIMBER REPLACEMENT (CRICKET NETS)	£14,000
West Ham Park	West Ham Park	Tennis Courts, Store and Cricket Nets	FENCING REPLACEMENT (PERIMETER)	£5,000
West Ham Park	West Ham Park	Ornamental Gardens	ROSE GARDEN PERGOLA OVERHAUL	£1,200
West Ham Park	West Ham Park	Ornamental Gardens	ORNAMENTAL FOUNTAIN OVERHAUL	£7,000
West Ham Park	West Ham Park	Playground Toilets	EXTERNAL DECORATIONS	£2,500
West Ham Park	West Ham Park	Sports Changing Room	INTERNAL DECORATIONS	£2,500
West Ham Park	West Ham Park	Bandstand	EXTERNAL DECORATIONS & OVERHAUL	£5,500
West Ham Park	West Ham Park	South Lodge	HARDSTANDING AREAS REPLACEMENT	£6,000
West Ham Park	West Ham Park	Pavilion Office	WALLS & ROOF INSULATION	£3,500
West Ham Park	West Ham Park	Pavilion Office	ACCESS CONTROL REPLACEMENT	£6,000
West Ham Park	West Ham Park	Pavilion Office	LUMINAIRES REPLACEMENT	£10,500
West Ham Park	West Ham Park	Shelters	ROOF OVERHAUL (LARGE SHELTER)	£7,000
West Ham Park	West Ham Park	East Lodge	EXTERNAL DECORATIONS	£7,000
		Total		£186,400

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Committee(s)	Dated:
West Ham Park	18/07/2016
Subject: Leasing of Lodges - update	Public
Report of: Superintendent of Parks and Gardens	For Information
Report author: Lucy Murphy	

Summary

This report provides an update on the leasing of 240 and 242 Upton Lane and advises Members of the letting arrangements agreed by Director of Open Spaces, Comptroller & City Solicitor and the City Surveyor.

240 and 242 Upton Lane were identified as surplus to operational needs in July 2015. Following a tender exercise Strutt and Parker were appointed as the agents to lease the properties by the Operational Property Review Board in May 2016. The two lodges are being marketed on the open market for letting on an Assured Shorthold Tenancy basis. The leasing of these two lodges will generate income that will contribute towards achieving a sustainable future for West Ham Park. This is an interim arrangement to produce income and reduce risks of vacant properties whilst the future of the adjoining Nursery is determined.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. In July 2015 Members agreed with a proposed model for lodge residency at West Ham Park. This resulted in two lodges being identified as surplus to service need and therefore available to lease to the open market as residential accommodation on the best terms that could reasonably be attained. Staff were relocated out of the two properties and the properties redecorated in order to render them suitable for letting.

Current Position

2. The City Surveyors Department (CSD) and the City Procurement team went out to tender for national agents with local offices who could manage and let the properties identified at West Ham Park (and others deemed as surplus across the Open Spaces department when these become available). Tenders were received

from four companies in April 2016. Based upon the quality of proposals received and lowest price, the City Surveyors Department recommend appointing Strutt & Parker as the letting and management agent. This was approved by the Operational Property Review Board in May 2016.

3. Strutt and Parker have been appointed as the sole agent under a single contract initially for a term of two years, to provide letting and management services of the surplus lodges. Properties will be let using the standard Strutt and Parker Assured Shorthold Tenancy (AST) terms, summarised below:
 - a. AST lease for one year of each lodge.
 - b. All ASTs give the tenants the first six months security of tenure.
 - c. The tenants do not have right to renew and would not become 'secure tenants' therefore have no Right To Buy (RTB).
 - d. Rent: £1,700 per calendar month exclusive of bills / utilities, £1,750 for the house with a parking space
 - e. Use: residential only
 - f. Subletting / assigning: prohibited by the landlord
4. Strutt and Parker have been marketing the properties since June and there has been a high level of interest (see Appendix 1 for a copy of the property particulars for 240 Upton Lane). Prospective tenants have been found for 240 Upton Lane. Credit checks are currently taking place. Further viewings are being arranged for 242 Upton Lane.

Corporate & Strategic Implications

5. Identifying surplus property and seeking to find alternative uses is in line with the 'Lodges and Operations property review' programme identified in the Open Spaces Business Plan 2015/16-17/18. This programme is one of the strands that will help to deliver the departmental objective of embedding financial sustainability across our activities.
6. The proposed changes meet with City Surveyor's DSA1 Strategic Asset Management plan: To develop and add value to the strategic management of the City of London's corporate and investment property assets; and in accordance with the Corporate Property Asset Management Strategy SO5: Opportunities to maximise income generation will be explored and promoted where feasible

Implications

7. **Legal implications:** Comptroller and City Solicitor will approve the final wording of the Assured Shorthold Tenancy lease once occupants have been found. There is minimal risk of Right to Buy (RTB) as the City Cash property is operated by a charity. Where the landlord of a residential property is a charity, a tenant cannot become a 'secure tenant' in relation to RTB legislation.
8. **Property implications:** repairs and maintenance of the surplus lodges have been taken out of the MITIE contract. The day to day management has been transferred from CSD to the agent, within pre agreed budgets. This is an interim

arrangement to produce income and reduce risks of vacant properties whilst the future of the adjoining Nursery is being determined.

9. **Financial implications:** The agent will collect the rent and hold deposit monies in a secure client account. Net rent after commission and repairs will be paid electronically to the City of London on a quarterly basis.

Conclusion

10. Following a tender exercise Strutt and Parker have been appointed to lease 240 and 242 Upton lane by the Operational Property Review Board. The properties will be leased on AST terms as outlined in the report to avoid any Right To Buy issues. The opportunity to lease two lodges that were surplus to operational needs will bring sustainable income to West Ham Park.

Appendices

- **Appendix 1:** Property letting particulars for 240 Upton Lane

Background Papers

- West Ham Park Committee (July 2015) Review of Lodge Allocation at West Ham Park
- Operational Property Review Board (May 2015) Open Space Lodges - letting of vacant lodges on the open market – proposed future maintenance arrangements

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STRUTT & PARKER



240 Upton Lane London E7 9NP

We are pleased to offer this newly refurbished 3 bedroom, semi-detached house with front and rear private garden to let on Upton Lane, E7. The property is located adjacent to West Ham Park. The house is approximately 1.3 miles east of Westfield Shopping Centre and Stratford Station (National Rail, Central Line, Jubilee, Overground and DLR) 1.1 miles north of Plaistow Station (District Line) and 0.7 miles south of Forest Gate National Rail Station.

ATTENTION

This property benefits from:
adjacent to a wonderful public park,
private gardens front and rear,
pet friendly subject to Landlord's approval and
no additional tenant charges

**To be let : Unfurnished
£1,750 - Per Month**

Tel: 01245 258201
Covall Hall,
Chelmsford CM1 2QF
chelmsford@struttandparker.com

The Property

The property benefits from its fantastic location adjoining 77 acres of public open space, recreational and playground areas. The property is fully double glazed, having laminate wood flooring or carpet, and having gas central heating throughout. The premises is fully alarmed and has an operable panic button, Loft storage, blinds, curtains or rails ready for curtains and a two car driveway. It also benefits from a private front and rear garden.

The property has access from the front to rear by way of an independent side gate, at the rear you have a small potting shed with fitted work bench, outside WC - a historic feature and a store with a covered lean-to.

The demise is suitable for a family or working professionals alike. Viewing is highly recommended.

Reception 1 137.4 Sq. Ft. (12.7 Sq. M.)**Reception 2** 142.6 Sq. Ft. (13.2 Sq. M.)**Kitchen** 71.8 Sq. Ft. (6.6 Sq. M.)**Conservatory** 93.6 Sq. Ft. (8.6 Sq. M)**Bedroom 1** 143.3 Sq. Ft (13.3 Sq. M)**Bedroom 2** 142.5 Sq. Ft. (13.2 Sq. M.)
With built in cupboards.**Bedroom 3** 60.9Sq. Ft. (5.6 Sq. M)

Bathroom

With bath/power shower and separate WC.

**Outside****Parking**

Driveway parking for up to two cars.

Council Tax

Band D

Gas Central Heating**Double Glazing****Viewing**

Strictly by appointment with the Landlord's agents, Strutt & Parker LLP on 01245 254688. Strettons will be undertaking viewings.

Charges & Deposit

Deposit £ two months' rent Pet Deposit (dog) £400 per dog (up to two dogs) Pet Deposit (cat) £200 per cat (up to four cats) * there are limits to the number of animals you can have per property - this is the Landlord's discretion. All advertised prices are exclusive of utility and other associated services 2% charge for payment by credit card. The Landlord is paying for tenant reference and the tenancy agreement administration which is reflected within the rent.

Terms

General - The Landlord will be responsible for the structural repairs. The Tenant will be responsible for all out goings, including water, electricity, gas, telephone and council tax. Insurance - The Landlord will insure the property. The Tenant must take out appropriate contents insurance to cover his/her own property and liability. All tenancies are subject to the receipt of satisfactory references. Strutt and Parker reserve the right to decline any application on whatever grounds. The first rent instalment and deposit amount will be required in cleared funds at the start of the agreement.

EPC

The EPC is being prepared and will be available in due course.

Important notice

Strutt & Parker for themselves and for the Landlords of this property, whose agents they are, give notice that:-

1. These lettings particulars have been prepared in good faith to give a broad description of the property.
2. Please note that we have not carried out a survey of the property, nor have we tested any of the services or appliances, but have relied only upon our own brief inspection and upon information supplied to us by the landlord.
3. The description, including photographs, of the property and its contents, are intended to be a guide only rather than a detailed and accurate report and inventory.
4. Floor plans, measurements, areas and distances are intended to be approximate only and should not be relied upon for the purpose of fitting furniture etc.
5. Photographs are not necessarily comprehensive or current, and no assumption should be made that any contents shown in them are included in the letting of the property.
6. No representation or warranty is given as to the title of the property or as to the existence or otherwise of any planning consent, building regulation approval or other statutory or regulatory permission.
7. Prospective tenants should note that offers are subject to status, references and a comprehensive agency agreement.
8. The stated rent may not include all services, amenities or outgoings generally that may, by necessity or choice, be associated with the property.
9. If there is any particular aspect of the property about which you would like further information, we invite you to discuss this with us, especially before you travel to view the property.

Committee(s)	Dated:
West Ham Park Committee	18072016
Subject: Revenue Outturn 2015/16 – West Ham Park	Public
Report of: The Chamberlain and the Director of Open Spaces	For Information

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 £48,000 for the services overseen by your Committee compared with the final agreed budget for the year as set out below.

	Final Agreed Budget	Outturn	Increase/ (Decrease)
	£000	£000	£000
Local Risk			
Director of Open Spaces	669	727	58
City Surveyor	334	257	(77)
Central Risk	9	(5)	(14)
Recharges	260	245	(15)
Total	1,272	1,224	(48)

The Director's worse than budget position of £58,000 (Local Risk) is mainly due to a shortfall in income of £54,000 at the Nursery, further detail can be found in paragraph 4a). This overspend 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 £30,000 of this underspend for West Ham Park will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee.

The City Surveyor's better than budget position of £77,000 is mainly due to an underspend in the additional works programme and a smaller underspend in other Surveyors Local Risk expenditure, 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 £1.257M. 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 £1.224M, a decrease of £48,000 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.

West Ham Park & The Nursery
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	
LOCAL RISK					
Director of Open Spaces					
West Ham Park (inc Rechargeables)	694	732	736	4	Reason*
Nursery	(63)	(63)	(9)	54	
Total Director of Open Spaces Local Risk	631	669	727	58	a
City Surveyor					
City Surveyors Local Risk	41	111	90	(21)	Reason*
Additional Works Programme	301	223	167	(56)	
Total City Surveyor Local Risk	342	334	257	(77)	
TOTAL LOCAL RISK	973	1,003	984	(19)	
CENTRAL RISK					
West Ham Park (inc Rechargeables)	9	17	12	(5)	Reason*
Nursery	19	(8)	(17)	(9)	
TOTAL CENTRAL RISK	28	9	(5)	(14)	
RECHARGES					
Insurance	20	23	19	(4)	Reason*
Support Services	93	114	102	(12)	
Surveyor's Employee Recharge	37	39	51	12	
I. S. Recharge	21	42	42	0	
Recharges within fund (Directorate & Democratic Core)	48	42	31	(11)	
TOTAL RECHARGES	219	260	245	(15)	
OVERALL TOTAL	1,220	1,272	1,224	(48)	

*See paragraph 4

Reasons for Significant Variations

4. a) The Director's £58,000 worse than budget position is mainly due to a continuing decrease in the amount of annual bedding orders that the nursery received and a decrease in the number of floral displays provided in 2015/16. While as many savings as possible were made within the nursery budget this was not sufficient to compensate for the underachievement of income over all. It was predicted that this would happen and committee were advised of this position through the Superintendents updates throughout the year.

- b) The Surveyor's better than budget position of £77,000 is mainly due to planned nursery AWP work not being carried out (unless absolutely necessary)

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 worse than budget position of £58,000 (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:

West Ham Park have requested the following carry forwards:-

- £10,000 for a replacement Ride-on mower.
- £20,000 Consultant fees for various feasibility studies

Appendices

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

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Appendix A

	£000
Original Local Risk Budget (Director of Open Spaces & City Surveyor)	973
Director of Open Spaces	
Employees - Due to a reduction in Temp/Agency staff at the park and nursery, and a senior gardener retiring, who was replaced by a more junior member of staff.	(35)
Premises - Repairs & Maintenance (OSD Local Risk) additional expenditure for Tennis Courts refurbishment (funded by LTA) & an agreed £40,000 carry forward for improvements to vacant lodges, to render them ready for leasing externally.	116
Transport - Minor adjustments at revised estimate stage	(5)
Supplies & Services – Minor adjustments at revised estimate stage	5
Third Party Payments – Private Contractors – additional expenditure for tree works in the park	12
Income – Grant from Lawn Tennis Association for the tennis court refurbishment works	(55)
City Surveyor	
The small reduction is due to the re-phasing of the additional works programme.	(8)
Final Agreed Local Risk Budget (Director of Open Spaces & City Surveyor)	1,003

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

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