

<b>Committee:</b>	<b>Date:</b>
Hampstead Heath, Highgate Wood & Queen's Park	5 September 2018
<b>Subject:</b> Hampstead Heath, Highgate Wood and Queen's Park Risk Management	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Decision</b>
<b>Report Author:</b> Gerry Kiefer, Business Manager	

### Summary

This report provides the Hampstead Heath, Highgate Wood & Queen's Park Committee with an update on the management of risks undertaken by the Open Spaces Department and the Hampstead Heath, Highgate Wood, and Queen's Park Division. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. It is also reviewed regularly by the Management Team at Hampstead Heath, Highgate Wood and Queen's Park.

The Department has previously reported on seven Departmental Risks. On 16 July 2018 The Open Spaces and City Gardens Committee received and agreed the Departmental risk management report which identified nine Departmental Risks.

This Committee is responsible for two Registered Charities: Hampstead Heath (charity number 803392) and Highgate Wood & Queen's Park Kilburn (charity number 232986). 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.

There are nine risks managed by the Superintendent of Hampstead Heath, Highgate Wood & Queen's Park. Five of the risks are reported amber and four green. None of the risks are reported red.

### Recommendation

Members are asked to:

- Approve the Hampstead Heath, Highgate Wood and Queen's Park risk register included at Appendix 2.
- Agree the removal of the three static 'green' risks from future risk reports to this Committee, as proposed in paragraph 13.
- Note the Corporate Risk Matrix at Appendix 1 and the Hampstead Heath, Highgate Wood & Queen's Park Current and Target Risk Grid at Appendix 3.

## Main Report

### **Background**

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 Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of 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 on a regular basis and Divisional Risks by Divisional Management Teams.
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. Each Open Spaces Committee is presented with relevant risk registers to fulfil this requirement.

### **Current Position**

4. On 16 July 2018 the Open Spaces and City Gardens Committee received and agreed the Departmental Risk Register which identified nine Departmental Risks:
  - OSD 001 - Health and Safety (amber, score 6)
  - OSD 002 - Extreme Weather (amber, score 6)
  - OSD 004 - Poor repair and maintenance of buildings (amber, score 12)
  - OSD 005 – Pests and Diseases (amber, score 12)
  - OSD 006 - Impact of development (red, score 16)
  - OSD 007 – Maintaining the City's water bodies (red, score 16)
  - OSD TBM 001 – The effect of terrorism on the tourism business at Tower Bridge and Monument (amber, score 12)
  - OSD 008 - IT System Failure (amber, score 8)
  - OSD 009: Reputational Risk associated with efficiency improvements arising out of the Open Spaces Act (amber, score 6)

### **Hampstead Heath, Highgate Wood and Queen's Park Risks**

5. There are nine risks identified across Hampstead Heath, Highgate Wood and Queen's Park. These are:
  - OSD NLOS 001: Delivering the Divisional Road Map for Projects and Programmes (green, score 4)
  - OSD NLOS 002: Outbreak of Fire in Woodland / Heathland (amber, score 6)
  - OSD NLOS 003: Extreme Weather Events (amber, score 6)
  - OSD NLOS 004: Plant and Tree Disease (amber, score 8)
  - OSD NLOS 006: Ensuring the Health and Safety of staff, contractors, visitors and volunteers (green, score 4)

- OSD NLOS 007: Hampstead Heath Water bodies including Bathing Ponds (amber, score 8)
  - OSD NLOS 008: Maintenance of Divisional buildings and equipment (green, score 2)
  - OSD NLOS 010: Golders Hill Park Zoo & Queen's Park Farm (green, score 4)
  - OSD NLOS 011: Impact of housing and population and transport increase (amber, score 12)
6. There are currently five amber risks and four green risks. There are currently no red risks.
  7. Three of the current risks scores have increased:
    - NLOS 004 from 6 (amber) to 8 (amber)
    - NLOS 007 from 6 (amber) to 8 (amber)
    - NLOS 002 from 4 (green) to 6 (amber).
  8. Three of the current risks scores have decreased:
    - NLOS 001 from 4 (green) to 2 (green)
    - NLOS 006 from 6 ((amber) to 4 (green) and
    - NLOS 008 from 4 (green) to 2 (green).
  9. The target risk score for three of the risks is amber and for the remaining six they are green.
  10. Three target risk scores have increased:
    - NLOS 003 from 4 (green) to 6 (amber)
    - NLOS 004 from 6 to 8 (both amber)
    - NLOS 006 from 2 to 4 (both green)
  11. One target risks score has decreased:
    - NLOS 008 from 4 to 2 (both green)
  12. The detail of the individual risks is shown in Appendix 2. This also shows the actions that are being undertaken to reduce the current risk score to the target risk score.

### Proposal

13. It is proposed that the following three risks are removed from future Committee reports. The current risk score for all of these is 'green' and the target risk score is the same as the current risk score. Details regarding these risks are included in Appendix 2. These risks will continue to be monitored and assessed. If there are any changes which result in an amber or red assessment, then reporting will be reinstated.

Risk	Reason for removal from Divisional Risk Register
OSD NLOS 001 <b>Delivering the Divisional Road Map for Projects and Programmes</b>	Current risk is green (2). Target risk is green (2) Savings identified through the SBR process have been made. Where appropriate, project and programmes Boards have been, or are in the process of being closed down as their purpose has been achieved.

<b>Risk</b>	<b>Reason for removal from Divisional Risk Register</b>
OSD NLOS 008 <b>Maintenance of Divisional buildings and equipment</b>	Current risk is green (2). Target risk is green (2) Effective City Surveyor & Open Spaces Department Client Liaison meetings take place regularly. Skanska performing better than former contractor. Unlikely to reduce the current and target risk any further.
OSD NLOS 010 <b>Golders Hill Park Zoo and Queen's Park Farm</b>	Current risk is green (4). Target risk is green (4) Structures and processes in place. Additional staff have relevant qualifications to cover when staff vacancies arise

### **Corporate & Strategic Implications**

14. The Departmental and Divisional risk registers will help us achieve the Corporate Plan 2018 – 2023 aim to:
- Shape outstanding environments
15. Within which they will help deliver the outcomes:
- We have clean air, land and water and a thriving and sustainable natural environment.
  - Open spaces are secure, resilient and well-maintained.
16. The Departmental Risk Register reflects the risks associated with delivering the Open Spaces Department's Business top line objectives and associated outcomes:
- A. Open spaces and historic sites are thriving and accessible.
  - B. Spaces enrich people's lives.
  - C. Business practices are responsible and sustainable.

### **Conclusion**

17. The need to systematically manage risk across the Department and at a Divisional level for Hampstead Heath, Highgate Wood and Queen's Park is addressed by the production of this Risk Register, as too are the requirements of the Charity Commission. This document will inform the collective risk across the Department's business activities.

### **Appendices**

- Appendix 1 – Corporate Risk Scoring Grid
- Appendix 2 – Hampstead Heath, Highgate Wood and Queen's Park Divisional Risk Register
- Appendix 3 – Matrix to show current and target risks on the Corporate Risk Scoring Grid

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