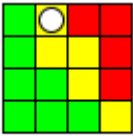
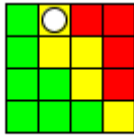



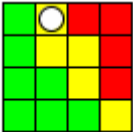
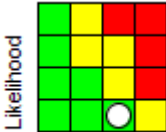
APPENDIX 2 - OSD NLOS Detailed Risk Report

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	<p>Causes: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities.</p> <p>Event: Large houses, buildings or other developments on land affecting Open Spaces.</p> <p>Impact: Potential increase in visitor numbers and recreational pressure. Increased 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.</p>		12	<p>No change to current risk score.</p> <p>Division continues to review local planning applications which may impact on the Division.</p> <p>Liaison with stakeholders continues to ensure approach to planning permission is consistent should it impact upon City of London managed green space and the environs.</p> <p>Current planning concerns are reported on by the Supt. to the HHCC and the HHMC on a regular basis.</p> <p>16/08/18</p>		12	31-Mar-2019	 Constant
Action no, Title,	Description	Latest Note			Action owner	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 regarding planning issues which may impact the Open Spaces.	Ongoing, Division to make representation as necessary. NO CHANGE			Richard Gentry	16- AUG-2018	31-Mar-2020	
OSD NLOS 011 b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. Response to planning issues as necessary. NO CHANGE			Richard Gentry	16- AUG-2018	31-Mar-2020	
OSD NLOS 011 c Planning applications	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to resisting planning applications that impact on the Open Spaces.	Division continues to monitor planning issues. NO CHANGE			Richard Gentry	16- AUG-2018	31- MAR-2020	

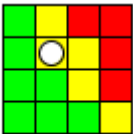


Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 004 Plant and Tree Disease	<p>Causes: Inadequate biosecurity, buying of infected trees, plants or animals, spread of windblown oak processionary moth (OPM) from adjacent sites</p> <p>Event: Tree disease including Massaria, Ash Die Back, Oak Processionary Moth. Sites become infected by animal, plant or tree diseases</p> <p>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</p>	<p>Likelihood</p>  <p>Impact</p>	<p>8</p>	<p>The current risk score has increased slightly due to the increase in tree disease. Arborists continue to monitor pest and tree disease.</p> <p>The target score has increased from 6 to 8 in recognition that we are managing the situation and that the spread of OPM is a regional issue that has implications on our resources and the media associated with OPM and other pests and diseases.</p> <p>Additional Tree pests & disease we actively managed across the division;</p> <ul style="list-style-type: none"> • Massaria disease of London plane – <i>Splanchnonema platani</i> • Horse Chestnut - bleeding canker - <i>Pseudomonas syringae pv. Aesculi</i> <p>Potential upcoming pests and disease threats to trees in London;</p> <ul style="list-style-type: none"> • Chalara die back of Ash - <i>Hymenoscyphus fraxineus</i> (already on site) • Canker stain of Plane – <i>Ceratocystis platani</i> • <i>Xylela fastidiosa</i> – bacterium affecting a wide range of host plants • <i>Phytophthora ramorum</i> – (within Epping Forest affecting larch, rhododendron) • Sweet chestnut blight - <i>Cryphonectria parasitica</i>. • Emerald ash borer - <i>Agrilus planipennis</i> 	<p>Likelihood</p>  <p>Impact</p>	<p>8</p>	<p>31-Mar-2019</p>	

10-Aug-2015 Bob Warnock				16 – August 2018				Increasing
Action no, Title,	Description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD NLOS 004 a Tree and Plant Procurement	Sourcing of plants / trees through approved suppliers. Review six monthly	Ongoing - Given the identification of OPM on sites, staff are actively monitoring and responding to items as they arise.			Richard Gentry	16 – AUG - 2018	31-MAR-2020	
OSD NLOS 004 b OPM monitoring	Trained Arboricultural contractors carrying out spraying of Oak in previously infected areas	<p>OPM discovered on site. Working with forestry commission to monitor. Nests removal across division has taken place with approved contractor</p> <p>Current tree and nest count for 2018 as of 05/07/2018</p> <ul style="list-style-type: none"> • HH: 504 trees & 1123 nests • HW: 23 trees & 45 nests • QP: 3 trees & 4 nests <p>Nest removal has financial impact on the operational budget across the division.</p>			Richard Gentry	16 – AUG - 2018	31-MAR-2020	

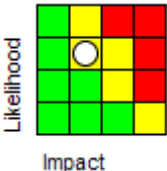
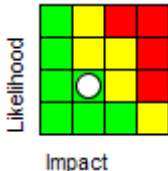

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 007 Hampstead Heath Water bodies including Bathing Ponds	<p>Cause: Improper use 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</p> <p>Event: Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond.</p> <p>Impact: Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty</p>	<p>Likelihood</p>  <p>Impact</p>	8	<p>Current score reflects the recent heatwave experienced on across the Division.</p> <p>Risk remains due to the number of water bodies within the open space.</p> <p>Evident that hot weather invites visitors to step in to water bodies that do not have lifeguards, placing additional pressure on staff to ensure people are safe and removing people from those water bodies.</p>	<p>Likelihood</p>  <p>Impact</p>	4	31-Oct-2018	↑

10-Aug-2015 Bob Warnock				A media campaign through social media has alerted visitors to risk. Additional signage has been used at swimming facilities, e.g. informing of early closure, or no swimming from banks. Facilities have used stewards to assist with queue management 16-AUG-18				Increasing
Action no, Title,	Description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD NLOS 007 a Training	Training for lifeguards Training is ongoing activity Review annually	Ongoing -Training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.			Richard Gentry	16-AUG-18	31-Mar-2019	
OSD NLOS 007 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	Constant – Signage is checked by Ranger team as part of their weekly patrols and defects reported for repair or replacement.			Bob Warnock	16-AUG-18	31-Mar-19	
OSD NLOS 007 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.	Ongoing actions			Bob Warnock	16-AUG-18	31-Mar-19	

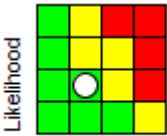
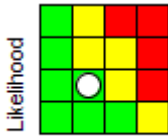
Risk no, Title, Creation date,	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score
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Owner							change indicator	
OSD NLOS 003 Extreme Weather Events	<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> <p>Impact</p>	6	<p>Hampstead Heath Division has in a place a Trigger Event Policy. This Policy continues to be used by officers in the planning / management of foreseen occurrences which are considered an event on those few critical days each year when normal working practices are not sufficient to cope safely with the increase in risk, e.g. heatwave, extreme wind or rain storms.</p> <p>Recent heatwaves have seen additional pressures placed on resource and facility which is managed by duty staff, hence the current score is unchanged. However in light of this the hot weather, closure of parks due to high winds and heavy rain storms the target risk score has increased from 4 to 6.</p>	 <p>Likelihood</p> <p>Impact</p>	6	31- MAR-2019	
10-Aug-2015 Bob Warnock							Constant	
Action no, Title,	Description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD NLOS 003 a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event	<p>Trigger Event Policy embedded in to our way of working.</p> <p>Met Office Data is reviewed weekly and responded to accordingly by Duty Manager and Duty Supervisor.</p> <p>Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.</p>			Bob Warnock	16- AUG-2018	31-Mar-2019	
OSD NLOS 003 b Review	Site plans reviewed annually or following incident.	Finalising details with the Guildhall Control Room to assist with the facilitation of an out of hours call out response procedure for Divisional Staff, e.g. call centre response to out of hours			Richard Gentry	16- AUG-2018	31-OCT-2019	

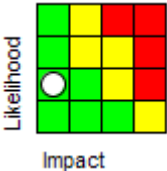
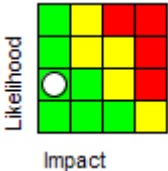

of site emergency plans	calls.	Next review of emergency Action Plan and Business Continuity Plan - September 2018			
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 002 Outbreak of Fire in Woodland / Heathland 10-Aug-2015 Bob Warnock	<p>Causes: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes.</p> <p>Event: Large-scale fire.</p> <p>Impact: Possible loss of life, serious injury to staff, visitors, contractors and volunteers. Damage to site. 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.</p>		6	<p>Current score has increased from 4 to six due to the recent extreme hot weather and lack of rain that has increased the likelihood of the risk occurring</p> <p>Constabulary carry water back packs in vehicles.</p> <p>Water bowsers are available across the Division.</p> <p>Constabulary have access to Airwave to call upon emergency services, share emergency access with London Fire Brigade.</p>		4	31-OCT-2018	 Increasing
Action no, Title,	Description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD NLOS 002 a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	<p>Ongoing actions include completion of weekly RAID Log which identifies risk.</p> <p>Staff were made aware of the recent Epping Forest Incident and what can be done to improve our response should similar occur within our Division.</p> <p>Posters have been displayed at entrance across the Division raising awareness to our visitors of</p>			Richard Gentry	16/08/18	31-Aug-2019	

		discarded cigarettes, barbeques etc.			
OSD NLOS 002 b Emergency Action Plan	Review EAP - Review carried out annually or following incident if appropriate. Next review date September 2018	Review and update continues annually or after an emergency event.	Richard Gentry	16/08/18	30/09/19

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	4	Current risk has reduced from 6 to 4. Division continue to hold H & S meetings. Staff updated in toolbox / team talks on Dept / Divisional H & S matters. Online e-learning and training sessions attended by staff, e.g. Mental Health Awareness, Fire Safety. Future meetings are scheduled with officers and diarised within the Division: 16/08/18	 Likelihood Impact	4	31-MAR-2019	↓ Decreasing
Action no, Title,	Description	Latest Note			Action owner	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	Ongoing item.			Richard Gentry	16-AUG-18	31-Dec-2022	
OSD NLOS 006 b Quarterly Divisional H &	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Ongoing item.			Richard Gentry	16-AUG-18	14-Dec-2022	

	Daily activities undertaken to ensure compliance with required zoo licence				
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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 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.		2	Current score has reduced from 4 to 2. Three year savings have been achieved through the SBR Process 2015 – 2018). Where necessary, project and programmes have been closed or are in the process of being closed down. 16/08/18		2	31-Mar-2018	 Decreasing
Action no, Title,	Description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD NLOS 001 a Programme management	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	Savings have been achieved through the SBR process.			Bob Warnock	18-August 2018	31-Mar-2018	

Risk no, Title, Creation date,	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Risk Update and date of update	Target Risk Rating & Score	Target Date	Current Risk score
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Owner							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.	Likelihood Impact	2	Client liaison meetings continue. Property Service Desk responsive to requests to repairs and maintenance. Surveyor's Dept. preparing Asset Management Plan for Division. An improved level of service since the introduction of MICAD and the response of SKANSKA to defects and repairs. As a consequence the current risk score and target risk score have reduced to 2. 16/08/18	Likelihood Impact	2	31-MAR-2019	Decreasing
Action no, Title,	Description	Latest Note			Action owner	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	Assigned to Surveyor's Dept.			Bob Warnock / Warren Back	16 – AUG - 18	31-Mar-2019	
OSD NLOS 008 b Liaison with Surveyors' Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process	Ongoing Action. Client Liaison meetings are taking place. APFM in regular contact with internal Divisional stakeholders.			Richard Gentry	16 – AUG - 18	31-Jul-2017	
OSD NLOS 008 c East Heath Car Park Capital Project	East Heath Car Park Capital Project	The City Surveyor has applied for Planning Consent from London Borough of Camden. Tendering is underway, subject to affordability and consent works are scheduled to commence autumn 2018.			Declan Gallagher / Bob Warnock	16 – AUG - 18	31-Mar-2019	