

OSD Parks and Gardens (WHP & CG) Detailed Risk Report

Report Author: Martin Falder

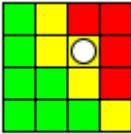
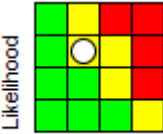

Generated on: 19 March 2019




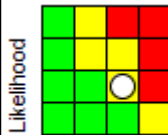

Rows are sorted by Risk Score

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 009 Ultra-Low Emissions Zone 15-Mar-2019	<p><i>Cause:</i> Change to legislation requires broad-reaching replacement of fleet. Insufficient budget allocated to this process combined with corporate green energy procurement regulations.</p> <p><i>Event:</i> Budget impact results in financial failure for one or more divisions within Open Spaces, either by purchasing fleet or failing to purchase fleet and receiving large fines.</p> <p><i>Impact:</i> Large-scale budget failure caused by either fleet purchase or failure to purchase new fleet resulting in fines. This would have knock-on financial impact on other projects within the CoL, along with reputational risk for failing to adhere to legislation.</p>	 Likelihood Impact	24	The introduction of TfL's ULEZ impacts immediately (from 8 April 2019) on the City Gardens fleet, which would immediately be rendered non-compliant and be subject to daily charges. In addition, the City's Transport Policy adds a further requirement, over and above the requirements of ULEZ, to use electric vehicles unless no electric equivalent is available. For the City Gardens Fleet, this results in a tripling of annual vehicle costs, compounding the budgetary issues outlined in OSD P&G 003. 15 Mar 2019	 Likelihood Impact	4	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 009 a	To avoid incurring penalties, the current lease will be bought out and current (non-compliant) vehicles returned by 5 April. From 8 April, short-term hire of ULEZ compliant vehicles will commence, whilst procurement exercise for electric fleet is undertaken; (action CGM and CityProc).	New action.	Jake Tibbetts	15-Mar-2019	31-Jul-2019
OSD P&G 009 b	Continue with assessment and installation of electric vehicle charging points at City Gardens depots; Determine maintenance requirements for EV's and potential impact on travel/service (through down-time).	New action.	Jake Tibbetts	15-Mar-2019	31-Jul-2020
OSD P&G 009 c	Re-evaluate City Gardens local risk budget lines to reflect increased cost of EV's (and payback to central loan for these); Purchase EV's and off-hire temporary vehicles.	New action.	Jake Tibbetts	15-Mar-2019	31-May-2020

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OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment 25-Nov-2015 Stella Fox; 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.	 Likelihood	12	Continues to be actively monitored under the new maintenance contract. Lodge inspections undertaken in 2018. Play equipment review as part of the playground improvement project and consultation undertaken regarding the design of the playground. Annual safety inspection undertaken in 2018 and recommendation put in place for anything at medium risk or above. 14 Feb 2019	 Likelihood	6	01-Aug-2019	 Constant

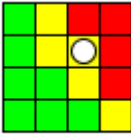
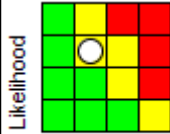

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OSD P&G 002 a	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	On site reactive work monitored and issues fed back at Client Liaison meetings. Ongoing action.	Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Mar-2020
OSD P&G 002 b	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	Annual inspections on lodges completed November 2018 at West Ham Park	Lucy Murphy; Jake Tibbets	14-Dec-2018	31-Oct-2019
OSD P&G 002 c	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed monthly at the P&G client Liaison Meeting. Ongoing action	Martin Rodman	15-Mar-2019	31-Mar-2020
OSD P&G 002 f	Development of detailed design and implementation of the new playground project at West Ham Park.	Gateway 3/4 approval granted in February. Applications for funding are underway. Detailed plans are being drawn up. Pre-application planning approval is being sought.	Lucy Murphy	15-Mar-2019	31-Oct-2019

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OSD P&G 004 Tree Diseases and other pests 25-Nov-2015 Stella Fox; 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.	 Likelihood Impact	12	New open spaces tree specification in place to tender for new contractor. OPM monitored across sites. 14 Feb 2019	 Likelihood Impact	8	30-Apr-2020	 Constant

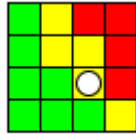
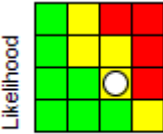

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OSD P&G 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is ongoing. Info on training shared through HSIG, Equalities Board, SLT, and other avenues.			Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Last set of tree inspections completed October 2018.			Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020
OSD P&G 004 c	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.			Martin Rodman	15-Mar-2019	30-Apr-2020
OSD P&G 004 d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing action.			Lucy Murphy; Jake Tibbets	15-Mar-2019	30-Apr-2020

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OSD P&G 005 Climate and Weather 25-Nov-2015 Stella Fox; 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	Local policy and procedure in place on monitoring high winds. 14 Feb 2019	 Likelihood	6	01-Mar-2020	 Constant

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OSD P&G 005 a	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.	Annual tree planting programme in place. Consideration given to species variety.			Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Mar-2020
OSD P&G 005 c	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	Systems are in place to close the park when there are severe alerts of amber and red with gust of 70mph or more. Ongoing action.			Martin Rodman	15-Mar-2019	01-Mar-2020

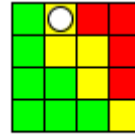
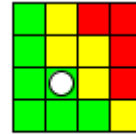

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OSD P&G 007 Population Increase (residential and worker) 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Pressure on planning authorities to meet housing targets and needs Event: Population increases and increased worker numbers in Square Mile creating increased pressure on green space and facilities 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.	 Likelihood	12	Increase in use of our sites is positive as it shows successful engagement with our communities and carries with it a host of other positive outcomes. However, it also puts sites at risk of deterioration and pressure on our budgets. We monitor both visitor numbers and maintenance budgets actively as part of ongoing efforts to mitigate this risk 14 Feb 2019	 Likelihood	6	01-Jun-2020	 Constant

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OSD P&G 007 a	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action.			Lucy Murphy; Martin Rodman; Jake Tibbets	15-Mar-2019	31-Mar-2020
OSD P&G 007 b	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues.			Martin Rodman	15-Mar-2019	31-Dec-2020

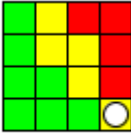
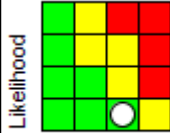

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OSD P&G 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with 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	8	Actively monitored by all staff and on agenda of all team meetings. Incidents and near misses are reported and investigated within timescales and held to account by the H&S Improvement Group. A recent internal H&S self assessment has been completed, improvement areas and actions noted/programmed. 19 Mar 2019	 Likelihood Impact	8	01-Jun-2020	 Increasing

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OSD P&G 001 a	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group. This is an ongoing action.			Patrick Hegarty; Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD P&G 001 b	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.	P&G contractor protocol implemented with existing contractors and rolled out to new contractors as required. This is an ongoing action.			Patrick Hegarty; Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD P&G 001 c	Net improvement of standards of H&S following regular validation visits.	Audit validation completed Nov 2016. Next audit due November 2019.			Patrick Hegarty	23-Aug-2018	30-Nov-2019
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Ongoing.			Lucy Murphy; Jake	19-Mar-2019	01-Jun-2020

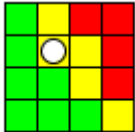
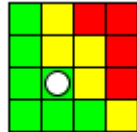

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OSD P&G 001 e	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Departmental Fire Policy and Fire Management plan implemented. This is an ongoing action.	Martin Rodman	19-Mar- 2019	01-Jun- 2020

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OSD P&G 003 Finance - Budget reductions implications 25-Nov-2015 Stella Fox; 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 budget reduction 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>	 <p>Likelihood</p> <p>Impact</p>	8	Current 2% reduction has been built into 2019/20 local risk budgets, but leaves little flexibility for further incremental savings. The divisional management team is currently assessing impacts to service provision and determining mitigation measures. Should further, more substantial savings be required, then local services will need to be reduced in order to meet these. 25 Feb 2019	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2020	 Constant

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OSD P&G 003 a	Deliver the Programmes and projects that will help achieve SBR savings	Awaiting further information about future budget reductions. This item will be transferred to OSD 011 in future reports.	Martin Rodman	15-Mar-2019	31-Mar-2020

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OSD P&G 008 Major Incident resulting in prolonged 'Access Denial' 09-Jun-2016 Stella Fox; 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.	Likelihood  Impact	8	Emergency plan updated. Senior staff actively engage with the City Resilience Team to ensure we are prepared in the event of a major incident, and plans are in place to help mitigate this risk. 14 Feb 2019	Likelihood  Impact	4	01-Mar-2020	 Constant

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OSd P&G 008 a	Review and update emergency plan	A review was undertaken in December 2018 next review due November 2019			Martin Rodman	14-Dec-2018	30-Nov-2019
OSD P&G 008 b	Attendance at Resilience Forum and dissemination of learning therefrom. Attendance at Public Realm Security Advisory Board bi-monthly	Superintendent is Departmental representative. Ongoing action.			Martin Rodman	15-Mar-2019	01-Mar-2020
OSD P&G 008 c	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	Training rolled out through staff meetings. Ongoing action.			Lucy Murphy; Martin Rodman; Jake Tibbets	15-Mar-2019	01-Mar-2020

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OSD P&G 006 Public Behaviour 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. Event: litter, dog fouling, dog attacks, public incursions, anti-social behaviour Impact: Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour	 Likelihood	6	Staff have undertaken conflict management training and report issues of verbal and physical abuse 14 Feb 2019	 Likelihood	4	01-Jul-2019	 Constant

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OSD P&G 006 b	Develop stronger links and become a trusted partner with LBN. Develop relationships with officers in local authorities.	'Park Guard' patrols Bunhill Fields. Working with met police, schools liaison and SNT's over recent park issues. Park guard extended with targeted problem sites in the City.			Lucy Murphy; Jake Tibbets	15-Mar-2019	01-Jun-2020
OSD P&G 006 c	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	WHP Manager to meet with LBN enforcement team to clarify responsibilities within the Park, and to try to get signage amended to avoid future uncertainty			Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Jul-2020