

# OS Departmental Detailed Risk Report

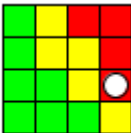
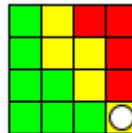

Report Author: Martin Falder

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Rows are sorted by Risk Score

Code & Title: OSD Department of Open Spaces Risk Register 10 OSD TBM Tower Bridge and Monument 1

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 007</b> <b>Maintaining the City's water bodies summary risk</b> 30-Aug-2017 Colin Buttery	<p><b>This risk summaries the property maintenance risks across the Open Spaces Department.</b></p> <p>The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood &amp; Water Management Act 2010.</p> <p>Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach.</p> <p>For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage.</p> <p>This risk is felt to be of departmental concern due to potential for serious consequences, the possibility of legislative change and the possibility that significant capital projects could be required.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	Likelihood  Impact	16	Assessed by Senior Leadership Team. Risk remains at red. Details of work being undertaken is covered under the divisional risk registers.  <b>19 Mar 2019</b>	Likelihood  Impact	8	31-Mar-2022	 Constant

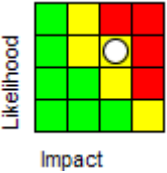
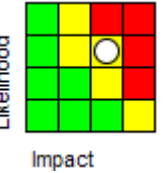

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 004 a Panel engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October	Inspections completed in January. Several mitigation works have been completed. Discussion of Wanstead Park Lakes was undertaken. Large scale works still need to be undertaken to reduce this risk.	Martin Newnham; Geoff Sinclair	19-Mar-2019	30-Apr-2020
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 with London Borough of Redbridge	Ongoing action - no significant developments since previous update.	Geoff Sinclair	19-Mar-2019	31-Dec-2022
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	Ongoing action.	Martin Newnham	15-Mar-2019	08-Apr-2020
OSD EF 004 e Baldwins Pond and Birch Hall Park Pond	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Ongoing action. Still awaiting further work.	Geoff Sinclair	15-Mar-2019	31-Dec-2022
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	18-Feb-2019	31-Mar-2020
OSD TC 006 a Project development	Condition assessments carried out and options provided for approval Options costed Gateway 4 report drafted - Sept 16	Project at The Commons remains a goal for the future. Ongoing action to mitigate risk, to be updated as project moves forward.	Hadyn Robson	15-Mar-2019	31-Dec-2022
OSD TC 006 b Monitoring	Inspections / monitoring of outflow condition Ongoing	All water bodies are actively monitored by relevant authorities within the City to ensure they comply with legislation.	Hadyn Robson	15-Mar-2019	31-Mar-2020

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OSD 004 Repair and Maintenance of Buildings summary risk  30-Aug-2017 Colin Buttery	<p><b>This risk summaries the property maintenance risks across the Open Spaces Department.</b></p> <p><b>Causes:</b> Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues; failure to retain expertise necessary to maintain complex buildings / sites.</p> <p><b>Event:</b> Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition.</p> <p><b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.</p> <p>This risk is felt to be of departmental concern due to the importance of building maintenance, the maintenance bow-wave and the historical concerns around poor maintenance.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>Assessed by Senior Leadership Team. Risk description updated to acknowledge that retention of expertise on specialist buildings and sites is vital to risk mitigation. While budgetary concerns are part of this risk, a lack of properly trained subcontractors for specific maintenance tasks is an ongoing concern.</p> <p><b>19 Mar 2019</b></p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2020	 <p>Constant</p>

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 003 b Building R&M	Continue to develop relationship with City Surveyors and ways of working to ensure CWP works are delivered Regular meetings with CS's Property Facilities Managers The Superintendent was engaged in the development of the 2017 R&M specification and tender documents	Actions are ongoing.	Gary Burks	15-Mar-2019	31-Jul-2020
OSD EF 002 d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CS or delegated to site	Improved systems for CoL buildings has increased confidence in own compliance. Now extending programme to tenanted buildings through Licencee checks. Raised issues of EPCs at residential lodges and how to incorporate. Due date indicates next scheduled update.	Jo Hurst	19-Mar-2019	31-Dec-2019
OSD EF 002 e Annual building	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required	Lodge occupiers received written confirmation of 2018 inspections. This year's inspection programme underway, to be extended to other properties eg FSC. Ongoing action, to be	Jo Hurst	19-Mar-2019	30-Sep-2019

inspections	annually	completed for the year by September.			
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.	<p>Since the last note very significant progress has been made at Gt Gregories. The progress % has been reviewed and changed as additional works have now been included under this Action. The significant progress includes:</p> <p>Pen 1 drainage is now being dealt with by 2-weekly straw bedding/manure removal by licenced contractor. Fire Plan has been developed and a PIB box has been purchased for the site with full contents including a detailed site map and access routes for fire tenders. The front gate is being replaced with a stronger, more efficient sliding gate which will increase site security and ease of access for staff when moving cattle. A new CCTV camera is to be added to cover an additional vehicle parking space. A new welfare unit is now fully up and running with wi-fi and clothes drying facilities. The state-of-the-art cattle handling facility is now in place and in use. The main remaining work is to install electric lighting in the sheds and to provide additional roofed cattle sheds - which will be done through Project Gateway.</p>	Jeremy Dagley	15-Feb-2019	31-May-2020
OSD KH 002a Security maintenance	KH to ensure CSD feature the regular maintenance and upkeep of effective security system in the CWP.	This is ongoing and Keats House are included in City Surveyor liaison arrangements managed by the broader division.	Richard Gentry	15-Mar-2019	31-Mar-2020
OSD NLOS 008 a Review of Property Assets	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process	Ongoing - This is currently in progress, The City Surveyor has completed a high level review of Hampstead Heath assets. This is being monitored.	Richard Gentry	19-Mar-2019	31-Mar-2020
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	<p>Ongoing Action.</p> <p>Client Liaison meetings are taking place.</p> <p>APFM in regular contact with internal Divisional stakeholders.</p>	Richard Gentry	18-Feb-2019	31-Mar-2020
OSD NLOS 008 c East Heath Car Park Capital Project	East Heath Car Park Capital Project	Awaiting gateway 5 approval. Planners are in place. This project will begin in the summer.	Richard Gentry; Bob Warnock	19-Mar-2019	31-Mar-2020
OSD NLOS 008 d Queens Park Toilets	Capital project to refurbish the Queens Park Toilets.	New action, to be updated as the project progresses. Due date is date for review until works progress.	Richard Gentry; Bob Warnock	19-Mar-2019	01-Jan-2020
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	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	20 year programme of investment and maintenance of all	AWP reviewed monthly at the P&G client Liaison Meeting. Ongoing action	Martin	15-Mar-	31-Mar-

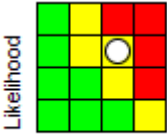
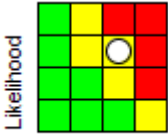

c AWP	built assets. Review annually.		Rodman	2019	2020
OSD P&G 002 f WHP Playground Refurbishment	Development of detailed design and implementation of the new playground project at West Ham Park.	Gateway 3/4 approval granted in February. Applications for funding are underway. Detailed plans are being drawn up. Pre-application planning approval is being sought.	Lucy Murphy	15-Mar- 2019	31-Oct- 2019

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<b>OSD 005 Pests and Diseases summary risk</b>          30-Aug-2017 Colin Buttery	<p><b>This risk summaries the pest and disease risks across the Open Spaces Department.</b></p> <p><b>Causes:</b> Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; ‘natural’ spread of pests and diseases from neighbouring areas.</p> <p><b>Event:</b> Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM ), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Bleeding Canker of Horse Chestnut</p> <p><b>Impact:</b> Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats.</p> <p>This risk is felt to be of departmental concern due to the potential biodiversity, financial and human health impacts associated with this risk.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>		12	Assessed by Senior Leadership Team. Agreed to keep risk and target at current level due to the increase in both pests & diseases and the increasing public perception of these, which may have a knock-on public relations impact. Although increased awareness may have a positive long-term impact (as the public become more aware of what type of pests to watch out for when visiting), in the short-term we expect more visibility on this item.  <b>19 Mar 2019</b>		12	30-Apr-2020	          Constant

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OSD EF 007 a Massaria survey	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Ongoing action.	Geoff Sinclair	15-Mar-2019	08-Apr-2020
OSD EF 007 d Sudden Oak Death	Sudden Oak Death - Yearly inspection of all Rhododendron and Larch. Tender of Larch removal (now completed). To be done yearly	The Larch were found to be clear of Ramorum disease and have been felled. Rhododendron regrowth at The Warren Plantation was sprayed off. Sweet Chestnut will still need monitoring in 2019. However, with the bulk of Rhododendron removed and all the Larch felled, the risk of spores spreading in quantity is assessed as low at the moment.	Jeremy Dagley	17-Feb-2019	31-Mar-2020
OSD EF 007 e Biosecurity policy	Need to develop a biosecurity policy and then implement.	The OPM outbreak will now be dealt with under a separate risk action. The general Biosecurity Policy remains to be written for all the biosecurity risks. However, for Ramorum disease a protocol has ben prepared and used by contractors during the Larch removal (see other risk actions). A Biosecurity Position Statement, to provide an interim summary of the	Jeremy Dagley	19-Mar-2019	30-Oct-2020

		current approach, will be prepared by June 2019. Full biosecurity policy and INNS policy expected 2020.			
OSD EF 008 c INNS policy	Develop an INNS policy - particular focus on OPM, although other areas of concern to be tackled.	Progress made with Ramorum disease control (see other risk actions) and with INNS strategy for the 2019 season, with arborist officer appointed as lead on OPM matters. Other INNS need to be considered and no recent progress with Policy writing. However, in the interim, while the policy is being prepared and INNS position statement will be prepared by June 2019 to set out the current approach and actions and main species of concern. There will also be some horizon scanning carried out to consider likely new pest species.	Jeremy Dagley	17-Feb-2019	01-Jul-2020
OSD NLOS 004 a Tree and Plant Procurement	Sourcing of plants / trees through approved suppliers. Review six monthly	Tree provenance is considered, the Division will source and use planting stock consistent with best practice guidance. Ongoing action.	Richard Gentry	19-Mar-2019	30-Apr-2020
OSD NLOS 004 b OPM monitoring	Trained arboricultural contractors carrying out spraying of Oak in previously infected areas. Funding secured, although costs may escalate.	A report detailing the costs and implications of OPM will come to the HHHWQP Committee in March 2019	Richard Gentry	19-Mar-2019	30-Apr-2020
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.	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 Inspections	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 Emergency alerts	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 Information and communication	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
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. Training needs reviewed at regular team meetings, and proactively promoted via HSIG and other corporate boards.	Hadyn Robson	19-Mar-2019	31-Mar-2022
OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel	Ongoing.	Hadyn Robson	15-Mar-2019	31-Mar-2022
OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Hadyn Robson	15-Mar-2019	31-Mar-2022

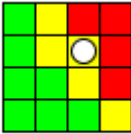
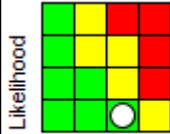

OSD TC 004 d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Ongoing.	Hadyn Robson	15-Mar- 2019	31-Mar- 2022
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<b>OSD 006</b> <b>Impact of development summary risk</b>  30-Aug-2017 Colin Buttery	<p><b>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department.</b></p> <p><b>Cause:</b> Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities</p> <p><b>Event:</b> Major development near an open space</p> <p><b>Impact:</b> Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.</p> <p>This risk is felt to be of departmental concern due to the high level of work required across the open space divisions to defend against the impact of development and the serious nature of the impact.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	12	Assessed by Senior Leadership Team. Serious work has been undertaken on development risk items by way of the careful monitoring of planning applications and other relevant items by dedicated officers. In the event of a budget reduction leading to a loss of posts dedicated to this role, this will again increase to a red risk.  <b>19 Mar 2019</b>	 <p>Likelihood</p> <p>Impact</p>	12	30-Apr-2020	  Constant

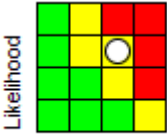
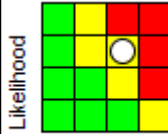

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
OSD EF 010 a Local authorities/Cou nties Local Plans and Core Strategies	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.	Representations have been made to the EFDC Examination in Public and this will continue until May 2019. The EFDC Local Plan Habitats Regulations Assessment, however, has not addressed the avoidance or mitigation of air pollution and traffic increases. This remains a considerable risk to the Forest.  A meeting has been arranged with the London Boroughs and Natural England for 8th March to ensure Epping Forest SAC Mitigation Strategy is embedded in their Local Plans.  Further work will be needed to ensure a full mitigation strategy is in place for the SAC across the key local authorities.		Jeremy Dagley	17-Feb-2019	31-Dec-2020

OSd EF 010 c Forest transport strategy	Forest transport strategy - Negotiate renewal with Essex County Council and extend to cover London Borough's	Essex County Council has indicated that it could put some resources toward the Strategy. However, money set aside in this Financial Year, is no longer available. In the interim we have requested the raw traffic data from ECC that informed its Highways Assessment.  In addition, we now await the results of the Examination-in-Public for the EFDC Local Plan	Jeremy Dagley	17-Feb-2019	30-Apr-2021
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, division to make representation as necessary.  Stakeholders, e.g. Consultative Group and Hampstead Heath, Highgate Wood and Queen's Park Committee updated as appropriate.	Richard Gentry	18-Feb-2019	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.  Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary.	Richard Gentry	18-Feb-2019	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.	Ongoing. Response to planning issues as necessary. Relevant planning applications are monitored. No change.  Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary	Richard Gentry	18-Feb-2019	31-Mar-2020
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.	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 Local Authority Relationships	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
OSD TC 002 a Local authorities/Cou nties 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	Monitoring activity continues - ongoing action. Mitigation strategy work underway.	Hadyn Robson	19-Mar-2019	31-Mar-2020
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 action - monitoring of impact of visitors and other possible stressors continues.	Hadyn Robson	15-Mar-2019	31-Mar-2020

	Ongoing				
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<b>OSD 010 Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk</b> 29-Jan-2019 Colin Buttery	<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>	 <p>Likelihood</p> <p>Impact</p>	12	Assessed by Senior Leadership Team, accepted as a new departmental risk. Fleet swap options are being explored as a temporary measure, as is new procurement of vehicles. <b>19 Mar 2019</b>	 <p>Likelihood</p> <p>Impact</p>	4	31-Mar-2021	 Constant

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 009 a Vehicle procurement	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 Provision of necessary infrastructure for electric vehicles	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 Budgetary actions	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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<b>OSD TBM 001</b> <b>The Effect of Terrorism on the Tourism Business at Tower Bridge &amp; Monument</b> 09-Mar-2015 Chris Earlie	<b>Cause:</b> An act of terrorism in the heart of London. <b>Event:</b> Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). <b>Impact:</b> Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Impact	12	Assessed by Senior Leadership Team. No change to the rating. To be maintained as a departmental risk.  <b>19 Mar 2019</b>	 Impact	12	31-Dec-2019	  Constant

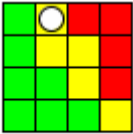
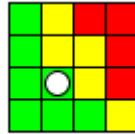

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OSD TBM 001a CoLP Counter Terrorism Section Liaison	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team. Ongoing action.	Chris Earlie	19-Mar-2019	31-Dec-2019
OSD TBM 001b Site Security	Maintain vigilant and effective on-site security systems at Tower Bridge.	A continuous programme of improvements to CCTV hardware as well as security staff learning and development is in place. Site specific Security Awareness Training provided to all staff. Security Officers are SIA trained CCTV/ Front of House Security and receive regular tool box talks from Security Supervisors. Operations Manager attends the City's Security Advisory Board. Ongoing action.	Chris Earlie	19-Mar-2019	31-Dec-2019
OSD TBM 001c Staff Training	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	All front of house staff have completed ACT (Action Counters Terrorism) E-Learning and SCAN (See Check Action Notify) workshops will shortly be delivered by the City Police. Daily briefings also highlight any on going/ current issues. Ongoing action.	Chris Earlie	19-Mar-2019	31-Dec-2019

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 001 a Regular reviews	Regular reviews of risk assessments and safe systems of work are undertaken.	This action is ongoing	Gary Burks	15-Mar-2019	31-Mar-2020
OSD CC 001 b Operational Learning	Investigations undertaken and learning taken from all accidents and incidents and near misses. Training and development of staff	This action is ongoing	Gary Burks	15-Mar-2019	31-Mar-2020
OSD EF 001 c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	H&S training (operational) system is in place and established. Expiring training known in advance and scheduled. Training matrix link to induction and new starters to be improved.	Jo Hurst	15-Feb-2019	01-Jan-2020
OSD EF 001 e	Clear role and responsibilities set out in documentation	Ongoing activity.	Paul	15-Mar-	08-Apr-

Hierarchy responsibilities and communications	and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action		Thomson	2019	2020
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	Checks delayed during change of staff. Now extended to include all known tenanted buildings, not just catering outlets and will include all tenant obligations including FRAs etc	Jo Hurst	15-Feb-2019	30-Jun-2019
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.	Breaking ground has been captured through the implementation of the Epping Contractor Protocol and permitting is now BAU.	Patrick Hegarty	15-Feb-2019	28-Feb-2020
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. Audits usually take place in August and are signed off later in the year.	This is an ongoing item. H & S audit reports have been signed off for 2018, with details of actions for completion.	Richard Gentry	18-Feb-2019	31-Mar-2020
OSD NLOS 006 b Quarterly Divisional H & S Meetings	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Divisional H & S meetings continue, attendance is monitored. The Division has input at a Dept level. Ongoing action.	Richard Gentry	19-Mar-2019	31-Mar-2020
OSD P&G 001 a Accident Reporting	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 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	P&G contractor protocol implemented with existing contractors and rolled out to new contractors as required. This is an ongoing action.	Patrick Hegarty; Lucy	15-Mar-2019	01-Jun-2020

	sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.		Murphy; Jake Tibbets		
OSD P&G 001 c Regular review of site health and safety by peer review	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 Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Ongoing.	Lucy Murphy; Jake Tibbets	19-Mar-2019	01-Jun-2020
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	Departmental Fire Policy and Fire Management plan implemented. This is an ongoing action.	Martin Rodman	19-Mar-2019	01-Jun-2020
OSD P&G 006 b Develop and improve joint working to protect sites	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 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	This is an ongoing action  Review of H & S Action Plan at monthly SMT meetings and Quarterly Divisional H & S meetings	Hadyn Robson; Andy Thwaites	15-Mar-2019	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
<b>OSD 011 Budget Reduction Summary Risk</b>  29-Jan-2019 Colin Buttery	<i>Cause:</i> Large budget reductions to fund major capital projects within the Square Mile and other planned budget reductions (2% plus inflation, impact of ULEZ, etc). <i>Effect:</i> Staff redundancies, lowering of service standards, cessation of multiple services, reduction in required maintenance. <i>Impact:</i> Failure to meet strategic objectives, cancellation of all major projects, significant reduction in service to users (and commensurate reputational damage), increase in maintenance 'bow wave' impacting future budgets.	 Likelihood	8	Assessed by Senior Leadership Team. This has been added as a new summary risk for the department. At present, this score (and the target score) are subject to change as we are not yet clear on the exact level of budget reductions expected. Divisional sub-risks to be added when this is clear.  <b>19 Mar 2019</b>	 Likelihood	4	31-Mar-2020	  Constant

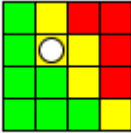
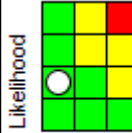

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 002 Extreme weather &amp; climate change summary risk</b>  30-Aug-2017 Colin Buttery	<b>This risk summaries the risks associated with extreme weather across the Open Spaces Department.</b> <b>Causes:</b> Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change <b>Event:</b> Severe weather at one or more site <b>Impact:</b> Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and 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 risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood	6  Impact	Assessed by Senior Leadership Team. Agreed to add Climate Change to the risk title to emphasise the importance of work on this growing issue. Risk remains at the same level as before, despite significant work in the wake of various extreme weather events over the past few years; it is anticipated that the summary risk will remain at this level for the foreseeable future, although work will continue to be done to mitigate effects locally.  <b>19 Mar 2019</b>	 Likelihood	6  Impact	31-Mar-2020	  Constant

Action no, Title,	Action description	Latest Note	Action owner	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. This is managed through: <ul style="list-style-type: none"> <li>• Tree inspections</li> <li>• Maintain staff with chainsaw qualifications</li> </ul>	Ongoing action. As previously: <ul style="list-style-type: none"> <li>• 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.</li> <li>• It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.</li> </ul>	Gary Burks	15-Mar-2019	31-Jul-2020
OSD EF 009 a Emergency plan	Review and update plan	Ongoing, reviewed regularly. We have now adopted the CoL emergency plan format which is replicated at a local level to represent our specific needs.	Martin Newnham	15-Feb-2019	31-Mar-2020

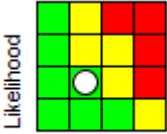
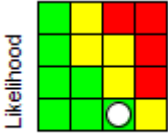

OSD EF 009 h Grass & Heathland Fire	Grass & Heathland Fire	London Fire Brigade are hosting a joint working training day on the 28th February which concentrates on techniques, tactics, and procedures relating to emergency response to fires within Epping Forest. This is the result of lessons learned from the major incident at Wanstead flats and is part of ongoing partnership training.	Martin Newnham	15-Feb-2019	31-Aug-2019
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	No change.  Trigger Event Policy embedded in to our way of working.  Met Office Data is reviewed weekly and responded to accordingly by Duty Manager and Duty Supervisor.  Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.	Bob Warnock	18-Feb-2019	31-Mar-2020
OSD NLOS 003 b Review of site emergency plans	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Review of EAP overdue from Sept 2018. Plan would be reviewed after an emergency event.  Outstanding Action is to finalise arrangements 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 calls.  Overdue - review of emergency Action Plan and Business Continuity Plan- September 2018	Richard Gentry	18-Feb-2019	31-Oct-2019
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.	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 warning systems	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
OSD TC 005 a Fire management	Review and update plan bi-annually. Fire management and monitoring policies and plans in place and link to staff training and local emergency services	This action is ongoing  Site information/resources shared with emergency services.  Plan reviewed in June 2018 - next review due June 2020.	Hadyn Robson	19-Mar-2019	30-Jun-2020
OSD TC 005 b Storms	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	The sites continue to monitor and respond to warnings of extreme weather	Hadyn Robson	15-Mar-2019	29-May-2020
OSd TC 005 c	Understanding of the potential impacts of climate change	Ongoing research and dialogue continues.	Hadyn	15-Mar-	29-May-

Climate change	on the open spaces Engagement in climate change research and debate		Robson	2019	2020
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 009 Reputational Risk Associated with OS Act</b>  13-Jun-2018	<b>This risk summaries the reputational risk across the Open Spaces due to changes to provision which will be made under the terms of the OS Act.</b> <b>Causes:</b> Changes to public service provision enabled by the OS Act, as mandated by central budget reductions. <b>Event:</b> Large-scale public backlash resulting in national media coverage. <b>Impact:</b> Severe knock-on effect for the reputation of the City of London Corporation. Loss of trust in the City of London Corporation and associated business impact, both for our services and the services of affiliated businesses. Potential for direct action on our sites, as publicly accessible areas which could be targeted for protest. Political impact as MPs become involved. This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	6	Assessed by Senior Leadership Team. This risk remains at the current level, but will be closed down and removed from the risk register before the next report, as its associated sub-risks will be transferred to OSD 011 - Budget Reduction Summary Risks.  <b>19 Mar 2019</b>	 Likelihood Impact	2	31-Dec-2020	  Constant

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 013 c Appointment cross-over (budgetary issue)	Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR.	No change to status, funding constraints rarely allow for overlap, although occasionally possible, especially in cases of retirement, likely to decrease further with additional budget and recruitment constraints.  Review of structures and resources across all teams - ongoing	Jo Hurst	15-Feb-2019	31-Dec-2019
OSD EF 016 e Next round of saving to be agreed	Working budget reduction targets for next 3 years.	Awaiting clarification of long term budgets beyond 2019/20 and amount of savings required to be made. Some initial planning underway.	Paul Thomson	19-Mar-2019	30-Sep-2019
OSD P&G 003 a Financial management	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

and project planning					
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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 008 IT System Failure  13-Jun-2018	<p><b>This risk summaries the risks associated with IT system failure across the Open Spaces Department.</b></p> <p><b>Causes:</b> Any significant disruption to our access to IT systems across our sites</p> <p><b>Event:</b> Inability to access business-critical IT functions</p> <p><b>Impact:</b> Severe business impact to multiple sites, particularly the Cemetery &amp; Crematorium and Tower Bridge. Significant loss of income, reputational damage due to cancelled services, and the failure of a statutory service in the Cemetery &amp; Crematorium. If this coincides with a crisis event such as a terrorist attack or a major incident on one of our remote sites, our ability to respond would be severely impacted.</p> <p>This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	4	<p>Assessed by Senior Leadership Team. To be removed as a departmental risk upon member approval, but to remain as a significant divisional risk due to its potential effect on the Cemetery &amp; Crematorium and Tower Bridge &amp; Monument divisions. Risk to be deactivated before the next report.</p> <p><b>19 Mar 2019</b></p>	 <p>Likelihood</p> <p>Impact</p>	4	30-Jun-2020	 <p>Constant</p>

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
OSD CC 009 a Business continuity	<p>Review continuity plans on a regular basis and following significant systems failures</p> <p>Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans</p> <p>IS partners aware that C&amp;C is recognised as a 'critical' service and failures are treated as a priority.</p>	IT Systems and software access seems more stable at present and is monitored closely by cemetery staff.		Gary Burks	19-Mar-2019	31-Mar-2020

