

Committee:	Date:
Open Spaces and City Gardens Committee	9 December 2019
Subject:	Public
Open Spaces Departmental Risk Register	
Report of:	For Decision
Director of Open Spaces	
Report Author:	
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Summary

This report provides the Open Spaces and City Gardens Committee (OSCGC) with an update on the management of Departmental risks. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

In April 2019 Members agreed nine Department risks. A recent review of the risk register identified no additional risks at a Departmental level. One risk has increased since last reported. The proposed risk register identifies three risks as red, five as amber and none as green. An informal risk challenge session was held on 19 November with the Audit and Risk Management Committee and their suggested amendments are included within this report for Members consideration.

Recommendation

Members are asked to:

- Endorse the Departmental risk register as outlined in this report and at Appendix 2
OR
- Endorse the Departmental risk register as outlined in this report but amend risk OSD 007 as recommended by the Audit and Risk Committee and outlined in:
 - option 1 (paragraph 17)
 - option 2 (paragraph 18)
 - option 3 (paragraph 19)
- Approve removal of risk OSD 011 – Budget Reduction Summary Risk as detailed in paragraph 20.

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 several processes including: Departmental and Divisional risk registers, the Departmental Health and Safety Improvement Group, Divisional Health and Safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.

- 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.

Current Departmental Position

- The Departmental risks and their scores proposed by the Director are:

Code	Risk title	Current Risk Score	Current Risk Score Indicator	Trend Icon
OSD 004	Repair and Maintenance of Buildings and Structural Assets	16		
OSD 005	Pests and Diseases	16		
OSD 007	Maintaining the City's water bodies	16		
OSD 006	Impact of development	12		
OSD 010	Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk	12		
OSD TBM 001	Maintaining a tourism business at Tower Bridge and Monument	12		
OSD 001	Health and safety	8		
OSD 002	Extreme weather & climate change	6		

- Appendix 2 shows the Departmental risks; these are risks which affect a large proportion of services provided by the Department. Within some divisions there are risks which have a major local relevance but are not sufficiently cross-cutting to warrant inclusion within the Departmental Risk Register.
- Officers are undertaking a range of actions at a divisional level and these actions aim to reduce the 'current departmental risk score' to achieve the 'target score'.

Changes to Current Risk Scores

- OSD 004 - Poor repair and maintenance of buildings and structural assets – Providing well maintained buildings and assets that are fit for purpose is key to the smooth operation of the service. Failure to do so impacts on staff in residential properties, causes service disruption and reduces the quality of experience and satisfaction of our customers. Ageing properties and end of lifespan structures and assets are all areas of concern, particularly when the cyclical works programme budget is reducing (none has been identified for the Cemetery in 2019/20).
- A number of capital projects requiring essential asset maintenance or end of lifespan replacement were put on hold as part of the Fundamental Review and are being re-submitted for consideration as part of the annual capital bidding process. These include East Heath car park and West Ham Park playground.

9. This is the only risk where the current score has increased from that agreed by Members in April 2019, moving from amber 12 to red 16.

Other Current Red Risks

10. OSD 007 - Maintaining the City's water bodies - This risk is relevant to waterbodies across several divisions however the current main risk relates to Epping Forest. An engineering assessment by the Environment Agency has now identified three of the four ponds at Grade II Wanstead Park as being of 'High Risk'. Work needs to be undertaken to carry out surveys and flood modelling to determine if the reservoirs meet the standards required of High Risk Reservoirs for safe overtopping during the Probable Maximum Flood. If this is not the case the City of London will have a statutory duty to make improvements such that they do.
11. This risk is not unlike that at Hampstead Heath although the scale is slightly smaller but the impact could be the same.
12. OSD 005 - Pest and Diseases - Oak Processionary Moth (OPM) remains a key concern. The Department has been working closely with the Forestry Commission, Natural England, Local Authorities and other landowners to share scientific data and research, practical experience and good practice. A risk zone-based approach targeting OPM in areas where the public would be most at risk of being exposed to the caterpillars or nests has been adopted. This includes removal of nests close to busy locations such as key paths and buildings, children's play and sporting facilities. The risk zone-based approach is a pragmatic and effective way to address the public health risk and target necessary resources. Additional budget was given to the Department in 2019/20 to cover additional OPM costs.

Amber Current Risk Scores

13. All five amber departmental risks remain unchanged from the previous report. Updates on the actions taken to mitigate these risks are shown in appendix 2.
14. The current score and the target score are the same for four of the amber risks. We are putting mitigating actions into effect, but we accept this level of risk and are unlikely to be able to reduce this risk further.
15. For risk OSD 010 Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk - we aim to reduce the risk to the target score of 4 by October 2021. It is anticipated that the requirements of the extended ULEZ zone will become clearer over the next few months and that actions can be implemented to limit the impact.

Informal Risk Challenge – Audit and Risk Management Committee

16. On 19 November the Director attended a positive and useful 'informal risk challenge session' at the Audit and Risk Management Committee. Some suggestions to wording were proposed on two risks as shown below and the Chief Officer has accepted these. There is no change to risk scores.

Original wording	Amended wording
OSD 002 Event: Severe weather at one or more site	OSD 002 <i>Event: Not adequately preparing for extreme weather</i>

OSDTBM 001- The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument	OSDTBM 001- <i>Maintaining tourism business at Tower Bridge and Monument</i>
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17. The following three recommendations were proposed for Open Spaces and City Gardens Committee's consideration:

Option 1

18. That the Departmental risk - OSD 007 Maintaining the City's water bodies summary risk is split into two risks in recognition of the significantly greater risk that Wanstead reservoirs presents compared to the other water bodies. The Departmental risks would therefore be:

- a) Wanstead Reservoirs risk
- b) Water bodies risk excluding Wanstead reservoirs

This is recommended.

Option 2 – assuming approval of option 1

19. That the Wanstead Reservoirs current risk be scored at 24 and a target score of 16 with a target date which aligns with the anticipated works completion date. The actions should list our planned activity and timeframes. **This is recommended.**

Option 3 – assuming approval of option 1 and 2

20. Seek support from OSCGC to escalate the Wanstead Reservoirs risk to the Corporate Risk register and refer this risk to the Chief Officer Risk Management group and Summit for approval and endorsement by the Audit and Risk Management Committee. **This is recommended.**

Proposal

21. Risk OSD 011 – Budget Reduction Summary Risk was added to the register in April 2019 as officers developed options for the Fundamental Review with significant budget savings anticipated for 2020/21. It is proposed that this risk is removed from the risk register and relevant future Committee reports. Significant budget reductions have not been required for 2020/21 and no details as to any future level of reductions have been confirmed. It is therefore not possible to score the impact or likelihood of this risk. It will be considered as an emerging risk and reviewed regularly.

Corporate & Strategic Implications

22. The Departmental and divisional risk registers will help us achieve the Corporate Plan 2018 – 2023 aims to:

- Contribute to a flourishing society
- Support a thriving economy
- Shape outstanding environments

23. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business vision to *'enrich people's lives by enhancing and providing access to ecologically diverse open spaces and outstanding heritage assets across London and beyond'* and the three top line objectives:

- A. Open spaces and historic sites are thriving and accessible.
- B. Spaces enrich people's lives.

C. Business practices are responsible and sustainable.

Conclusion

24. The need to systematically manage risk across the Department is addressed by the production of this Departmental risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – Departmental Risk History Report

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