

Appendix 3 – West Ham Park and City Gardens Risk Register

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

Report Author: Martin Falder

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Rows are sorted by Risk Score

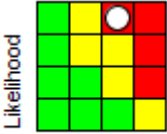
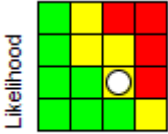

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 003 Finance - Budget reductions implications 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues 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 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.	 Likelihood Impact	16	Budget implications of COVID-19 have compounded existing budget pressures. We are anticipating a reduction in income and an increased spend on health and safety / COVID-related equipment and actions. The target score for this has been increased. We aim to reduce this to Amber by the end of the financial year by reducing the impact on our sites and services. 18 Jun 2020	 Likelihood Impact	8	31-Mar-2021	 Increasing

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
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OSD P&G 003 a	Management of budgets & projects to reduce impact on sites and services.	Awaiting further information about future budget reductions.	Martin Rodman	18-Jun-2020	31-Mar-2021
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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	16	This risk is currently an actuality and is having a major impact on all services that are being provided. Target date to return to amber has been established for the winter, but this is not currently within our control. Business continuity plan was reviewed November 2019. This has been very helpful in reacting to coronavirus, but nonetheless, the current level of risk remains at Red. 18 Jun 2020	 Likelihood Impact	8	01-Nov-2020	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 008 a	Review and update emergency plan	Emergency plan was updated in November 2019. As per the main update, this has been implemented.			Martin Rodman	18-Jun-2020	01-Nov-2020
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	18-Jun-2020	30-Sep-2020
OSD P&G 008 c	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	City Gardens staff attended terrorism awareness training. On agenda at divisional H&S meeting.			Lucy Murphy; Martin Rodman; Jake Tibbets	18-Jun-2020	30-Sep-2020

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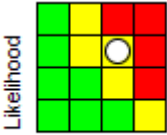
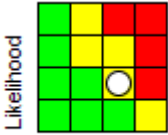

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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 002 a	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	On site reactive work on operational buildings continuing to be monitored and issues fed back at Client Liaison meetings.	Lucy Murphy; Jake Tibbets	18-Jun-2020	01-Mar-2021
OSD P&G 002 b	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	Lodge inspections completed and minor defects found. Actions logged and flagged. May be delayed due to COVID.	Lucy Murphy; Jake Tibbets	18-Jun-2020	21-Dec-2020
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	18-Jun-2020	01-Mar-2021

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OSD P&G 002 f	Development of detailed design and implementation of the new playground project at West Ham Park.	Submission of planning application delayed due to COVID impacts. Veolia application has been declined. London Marathon Trust deadline has been extended due to COVID implications. This will impact fundraising for the project and the resulting timeline. Playground is currently closed and has been since March, per government guidance.	Lucy Murphy	18-Jun- 2020	01-Nov- 2020
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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	OPM spraying has taken place at West Ham Park. Further surveys are taken place and have already identified additional nests. As per the departmental risk register, we expect this risk to be higher in spring and lower in winter. This risk is to be reviewed six-monthly. 18 Jun 2020	 Likelihood Impact	8	30-Apr-2020	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
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 continuing. Info on training shared through HSI, Equalities Board, SLT, and other avenues. OPM identification and management training was planned for spring 2020, but has been delayed due to COVID restrictions. We aim to restart as soon as guidance allows. Online training is taking place.			Lucy Murphy; Jake Tibbets	18-Jun-2020	30-Apr-2021
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	New tree management software is in place and being used.			Lucy Murphy; Jake Tibbets	18-Jun-2020	30-Sep-2020
OSD P&G 004 d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies and neighbouring local authorities continue to be maintained. Plans are in place to meet Newham tree officer.			Lucy Murphy; Jake Tibbets	18-Jun-2020	30-Sep-2020

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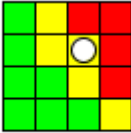
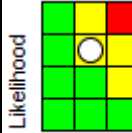

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OSD P&G 006 Public Behaviour	Causes: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. Event: litter, dog fouling, dog attacks, public incursions, anti-social behaviour Impact: Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour	 Likelihood Impact	12	<p>This risk has significantly reduced for City Gardens as public visits have dropped significantly during lockdown. West Ham Park, however, has seen a huge increase in visits, especially as lockdown has been eased, and the requisite antisocial behaviour from members of the public. We are liaising with the police and taking steps to try to address this.</p> <p>The risk has increased due to the increased pressure on our spaces, and the closure of the toilets and other facilities has further increased the impact. We aim to reduce this risk impact by the end of the year, but this is dependent on changes to lockdown and other factors we can not effect.</p>	 Likelihood Impact	6	01-Nov-2020	↑
25-Nov-2015 Stella Fox; Martin Rodman				18 Jun 2020				Increasing

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 006 b	Develop stronger links and become a trusted partner with LBN. Develop relationships with officers in local authorities.	Continuing to work with met police, schools liaison and SNT's over recent park issues. Park guard have continued to deliver a flexible service, targeting problem areas as they occur.	Lucy Murphy; Jake Tibbets	18-Jun-2020	30-Sep-2020
OSD P&G 006 c	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	No further progress at present due to COVID.	Lucy Murphy; Jake	18-Jun-2020	30-Sep-2020

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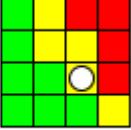

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OSD P&G 007 Population Increase (residential and worker) 25-Nov-2015 Stella Fox; Martin Rodman	Causes: Pressure on planning authorities to meet housing targets and needs Event: Population increases and increased worker numbers in Square Mile creating 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 Impact	Impact of lockdown and good weather has resulted in a large uptick in visitors to West Ham Park, with requisite impacts on the park itself. We continue to monitor both visitor numbers and maintenance budgets actively as part of ongoing efforts to mitigate this risk. We expect this risk to fluctuate seasonally and dependent on current events. 18 Jun 2020	 Likelihood	6 Impact	01-Nov-2020	 Constant

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
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			Lucy Murphy; Martin Rodman; Jake Tibbets	18-Jun-2020	30-Sep-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	18-Jun-2020	31-Dec-2020

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OSD P&G 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure	<p>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.</p> <p>Event: Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City.</p> <p>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.</p>	Likelihood  Impact	8	<p>City Gardens is developing a Health and Safety statement and has introduced six weekly meetings whilst this is being developed. Once complete this will be shared with West Ham Park. West Ham Park are conducting quarterly desk based reviews of RA and SSOW appropriate to that time of year. An Extreme Weather policy has been produced and was rolled out in January 2020.</p> <p>City Gardens and West Ham Park have introduced COVID risk assessments. Buildings have been assessed and signed off as COVID-ready.</p> <p>The risk and the target score remain at the same level.</p>	Likelihood  Impact	8	01-Jun-2021	Constant
25-Nov-2015 Stella Fox; Martin Rodman				18 Jun 2020				

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 001a	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.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	18-Jun-2020	01-Jun-2021

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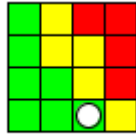
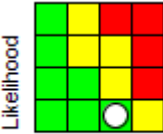

OSD P&G 001 b	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	P&G contractor protocol implemented with existing contractors and rolled out to new contractors as required. Regular progress meetings with CSD and contractor for larger projects.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	18-Jun-2020	01-Jun-2021
OSD P&G 001 c	Net improvement of standards of H&S following regular validation visits.	Audit validation for P&G completed in November 2019 and actions being addressed.	Patrick Hegarty	18-Jun-2020	16-Nov-2020
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme is regularly reviewed. First Aid training is currently a focus for City Gardens team, although this is delayed due to COVID-19. First Aid certification has been extended in light of this.	Lucy Murphy; Jake Tibbets	18-Jun-2020	01-Jun-2021
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	Actions from recently completed fire risk assessment for WHP are being rolled out for the team to action, CG are developing new H&S statement document.	Martin Rodman	18-Jun-2020	01-Jun-2021

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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 Impact	6	Extreme Weather Policy was rolled out in January 2020 and has used several times due to recent storms. This improves our ability to reduce risk by closing sites before extreme weather events occur. As a result, the risk has been downgraded to Amber 6 and we have achieved the target score. We aim to remain at this score, and we accept this level of risk. 18 Jun 2020	 Likelihood Impact	6	01-Mar-2021	 Decreasing

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
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.	City's Climate Adaptation Strategy was due June 2020 but has been slipped due to current workload pressures. Biodiversity Strategy is currently being reviewed and is due by 2021.			Lucy Murphy; Jake Tibbets	18-Jun-2020	01-May-2021
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	Extreme weather policy with procedures in place to close the park when there are severe alerts of amber and red with gust of 45mph or more. An action log of these decisions is held to monitor patterns. Ongoing action.			Martin Rodman	18-Jun-2020	30-Sep-2020

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OSD P&G 009 Ultra-Low Emissions Zone 15-Mar-2019 Martin Rodman	<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	4	We have achieved our target on ULEZ as fleet is now compliant. However, there are further issues to resolve regarding diesel and electric vehicles. We will continue to report on this risk until these are resolved. 18 Jun 2020	 Likelihood	4	31-Mar-2021	 Decreasing

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 009c	This action covers work being done to address budgetary concerns around ULEZ-compliant fleet within the Parks & Gardens division.	We are considering and evaluating options moving forward for City Gardens Fleet, ascertaining what the best option is to balance cost and sustainability targets. A paper is being sent to Open Spaces and City Gardens Committee on 14 July laying out business case for renewing leases of existing fleet.			Jake Tibbetts	25-Jun-2020	01-Nov-2020