

Committee(s):	Date(s):
Hampstead Heath, Highgate Wood and Queen's Park Committee	26 November 2012
Subject: Risk Management – Local Risk Registers for Hampstead Heath, Highgate Wood and Queen's Park	Public
Report of: Director of Open Spaces	For Decision

Summary

Following a review of the City of London charities in 2010, the Comptroller and City Solicitor advised that it was important that this Committee has ownership of, and receive reports on, key policies including risk management.

As part of the corporate risk management process and in line with the arrangements for the City of London's charities, it has therefore been agreed that this Committee should receive an annual report on the main risks that affect Hampstead Heath, Highgate Wood and Queen's Park and these are attached to this report.

The departmental Risk Register covering all the City Corporation's Open Spaces was included in the Business Plan for 2012 – 2015.

The Director of Open Spaces is accountable for ensuring that significant risks in relation to the operational responsibilities of this Committee are escalated to Members on a timely basis. This report therefore provides Members with an opportunity to examine the main local risks for Hampstead Heath, Highgate Wood and Queen's Park and the mitigating actions and controls that are in place.

Recommendation

That the current local risk registers for Hampstead Heath, Highgate Wood and Queen's Park are agreed.

Main Report

Background

1. The City of London is committed to a programme of risk management as an element of its strategy to preserve the assets of the charities it manages, enhance productivity for service users and members of the public and protect its employees.

2. The City's risk management framework has been developed in accordance with recognised best practice, including, and of particular relevance to the Open Spaces and Charity Commission guidance, to ensure that the role and responsibilities of Trustees in relation to risk management align with those of Members.
3. In order to embed sound practice, a corporate Risk Management Group ensures that risk management policies are applied, that there is an ongoing review of risk management activity and that appropriate advice and support is provided to Members and officers.
4. The City of London has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London to further embed risk management throughout the organisation.
5. Hampstead Heath, Highgate Wood and Queen's Park are charitable trusts, with the City of London acting as trustee and this Committee being responsible for their protection and management. Following a review of the City of London charities, the Comptroller and City Solicitor advised that it was important that this Committee has ownership of, and receive reports on, key policies including risk management.

Current Position

6. The current Open Spaces Department Risk Register was included in the Business Plan for 2012 – 2015, which was approved by the Open Spaces, City Gardens and West Ham Park Committee on 25 April 2012.
7. A report from the Chamberlain to this Committee at the meeting on 21 May 2012 set out the key requirements of the Risk Management Handbook, particularly those in relation to the role and purpose of Service Committees or their designated Sub-Committees. Departments are required to undertake regular systematic review of their key operational risks, updating their departmental Risk Register accordingly.
8. In accordance with the Risk Management Handbook, the Open Spaces Department considers significant risks identified across all its sites. Routine review and monitoring of departmental risk has been aligned with the business performance review and, as such, will now form part of the quarterly business planning update to the Open Spaces, City Gardens and West Ham Park Committee.
9. Advice from the Charity Commission states that where a Council is itself the charity trustee, individual councillors are not a trustee and do not have the responsibilities or liabilities of a trustee. Members do however need to have oversight of the significant risks and how they are being managed,

with the appropriate Chief Officer taking ownership of the risks. The Director of Open Spaces is therefore accountable for ensuring that significant risks in relation to operational responsibilities of the Committee are escalated to Members on a timely basis.

10. Key risk registers have therefore been prepared for Hampstead Heath, Highgate Wood and Queen's Park which identify the potential impact of key risks and the measures which are in place to mitigate such risks. These registers are attached to this report as Appendices A, B and C. The first risk on the Hampstead Heath register is also on the City's Strategic Risk Register and is included in the separate report on Flood Management that is on the agenda for this meeting. For reference, a copy of the Open Spaces departmental register is also attached as Appendix D, with an explanation of the status of all the risks and how the scores are calculated.
11. This is the first annual report on the main risks that affect these charitable trusts and, during the year, any further risk management updates from the Superintendent will be included in his regular verbal update reports to this Committee.

Corporate & Strategic Implications

12. Risk management is a fundamental part of the business planning process and is therefore highlighted when the plan is updated. The key financial, property and other risks have been considered when compiling the registers for the site, together with an indication of the mitigating actions/controls that are in place.

Conclusion

13. In accordance with the City's risk management framework and the administration of the City of London's charities, it has been agreed that this Committee should be updated annually about the key risks faced by Hampstead Heath, Highgate Wood and Queen's Park. Members are asked to note that appropriate actions are being taken to manage and mitigate those risks effectively in a timely manner.

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Risk No.	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
1	<p>Extreme weather or changing environmental conditions having direct impact on site operations and usage</p> <p><i>(This risk is also on the City's Strategic Risk Register)</i></p>	<p>Open Spaces Director and City Surveyor / responsible Engineer and Superintendent</p>	<p>Monitoring of reservoirs required to meet statutory obligations. On site Emergency Response Plan for Reservoir Dam Incidents Plan in place, including emergency response contractor. Remote real-time monitoring of water levels with electronic messaging to key contacts. Identified on Corporate Risk Register.</p>	Possible	Catastrophic	22	<p>Following fundamental review, implement Dams Project.</p> <p>Maintain staff call out drills (including evenings, nights and weekends)</p>
2	<p>Impact on assets through outbreak of pest or disease affecting trees or plants with the potential to change the character of the landscape</p>	<p>Superintendent / Tree & Conservation Manager</p>	<p>Key staff trained to observe potential problems and specialist knowledge contracted in. Membership of relevant bodies and forums gives access to latest research / treatments. Monitoring of Bleeding Canker (<i>Pseudomonas syingae</i>) and Leaf Miner (<i>Cameraria ohridella</i>) of Horse Chestnut / Chalara dieback in ash / Oak Processionary Moth / Acute Oak Decline.</p>	Likely	Moderate	16	<p>Additional training needs to be identified to strengthen in-house knowledge base of all staff. Liaise with DEFRA and/or Forestry Commission.</p>
3	<p>Threat of death or serious injury resulting in heavy fines and bad publicity, should health & safety procedures (or other regulations) fail.</p>	<p>Superintendent</p>	<p>The Open Spaces Departmental Framework now in place and being rolled out to team. Self-assessment annual audit carried out with the support of trade union. These audits are independently verified and a robust action plan is put in place. Strong health & safety</p>	Possible	Moderate	13	<p>Continue with ROSPA inspections. Review first aid training on site. Health & Safety a standard agenda item for meetings. Pilot new tree risk management system.</p>

			culture throughout the team, embedded through performance reviews. Low accidents on site. Divisional health and safety meetings.				
4	Unavoidable reduction in income	Superintendent /	Robust budget monitoring regime to ensure that site remains within its local risk budgets. Identification of new income streams/ customers where feasible.	Possible	Moderate	13	Identify further potential funding bids/partners.
5	Buildings / infrastructure may deteriorate or become unstable / unusable through insufficient maintenance and may cause serious injury	City Surveyor / Superintendent	City Surveyor undertakes annual surveys and has a 20 year plan of works to maintain the buildings. Extra investment from the additional works programme. Assets register being undertaken by Buildings Repair and Maintenance (BRM) contractor Mitie.	Possible	Moderate	13	Further meetings taking place with the City Surveyor to develop a Schedule of Responsibilities.

Risk No.	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
1	Extreme weather or changing environmental conditions having direct impact on site operations and usage	Superintendent / Queen's Park Manager	Severe weather warnings provide alerts in good time. Contingency plans in place to ensure continuity of business in the event of severe flooding. Installation of extensive field drainage systems. Ability to "lock down" site in extreme storm events.	Possible	Severe	18	Review business continuity plan annually or after major incident. Monitor land drainage systems and keep all gullies clear.
2	Impact on assets through outbreak of pest or disease affecting trees or plants with the potential to change the character of the landscape	Superintendent / Queen's Park Manager	Key staff trained to observe potential problems and specialist knowledge contracted in. Membership of relevant bodies and forums gives access to latest research/treatments. Monitoring of Bleeding Canker (<i>Pseudomonas syingae</i>) and Leaf Miner (<i>Cameraria ohridella</i>) of horse chestnut / Chalara dieback in ash / oak processionary moth.	Likely	Moderate	16	Additional training needs to be identified to strengthen in-house knowledge base of all staff. Liaise with DEFRA and/or Forestry Commission.
3	Threat of death or serious injury resulting in heavy fines and bad publicity, should health & safety procedures (or other regulations) fail.	Superintendent / Queen's Park Manager	The Open Spaces Departmental Framework is now in place and being rolled out to team. Self-assessment annual audit carried out with the support of trade union. These audits are independently verified and a robust action plan is put in place. Strong health & safety culture throughout the team, embedded through performance reviews. Low accidents on site. Divisional health and safety meetings.	Possible	Moderate	13	Continue with ROSPA inspections. Review first aid training on site. Health & Safety a standard agenda item for meetings. Pilot new tree risk management system.

4	Buildings / infrastructure may deteriorate or become unstable / unusable through insufficient maintenance and may cause serious injury	City Surveyor / Superintendent	City Surveyor undertakes annual surveys and has a 20 year plan of works to maintain the buildings. Extra investment from the additional works programme. Assets register being undertaken by Buildings Repair and Maintenance (BRM) contractor Mitie.	Unlikely	Moderate	10	Further meetings taking place with the City Surveyor to develop a Schedule of Responsibilities.
5	Unavoidable reduction in income	Superintendent / Queen's Park Manager	Robust budget monitoring regime to ensure that site remains within its local risk budgets. Identification of new income streams/ customers where feasible.	Unlikely	Moderate	10	Identify further potential funding bids/partners.

Risk No.	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
1	Extreme weather or changing environmental conditions having direct impact on site operations and usage	Superintendent / Highgate Wood Manager	Severe weather warnings provide alerts in good time. Contingency plans in place to ensure continuity of business in the event of severe flooding. Ability to "lock down" site in extreme storm events.	Possible	Severe	18	Review business continuity plan annually or after major incident. Monitor land drainage systems and keep all gullies clear.
2	Impact on assets through outbreak of pest or disease affecting trees or plants with the potential to change the character of the landscape	Superintendent / Highgate Wood Manager	Key staff trained to observe potential problems and specialist knowledge contracted in. Membership of relevant bodies and forums gives access to latest research/treatments. Monitoring of Bleeding Canker (<i>Pseudomonas syingae</i>) and Leaf Miner (<i>Cameraria ohridella</i>) of horse chestnut / Chalara dieback in ash / oak processionary moth / Acute oak decline.	Likely	Moderate	16	Additional training needs to be identified to strengthen in-house knowledge base of all staff. Liaise with DEFRA and/or Forestry Commission.
3	Threat of death or serious injury resulting in heavy fines and bad publicity, should health & safety procedures (or other regulations) fail.	Superintendent / Highgate Wood Manager	The Open Spaces Departmental Framework now in place and being rolled out to team. Self-assessment annual audit carried out with the support of trade union. These audits are independently verified and a robust action plan is put in place. Strong health & safety culture throughout the team, embedded through performance reviews. Low accidents on site. Divisional health and safety meetings.	Possible	Moderate	13	Continue with ROSPA inspections. Review first aid training on site. Health & Safety a standard agenda item for meetings. Pilot new tree risk management system.

4	Major incident affecting services directly or indirectly	Superintendent / Highgate Wood Manager	Business continuity plan produced identifying alternative working locations/ business systems in event of attack. Adhere to advice of Security & Contingency Planning team and Police.	Unlikely	Moderate	10	Review business continuity plan annually or after major incident. Communications with TfL (London underground) regarding Highgate sidings & station.
5	Unavoidable reduction in income	Superintendent / Highgate Wood Manager	Robust budget monitoring regime to ensure that site remains within its local risk budgets. Identification of new income streams/ customers where feasible.	Unlikely	Moderate	10	Identify further potential funding bids/partners.

Open Spaces Department Risk Register

Appendix D

The method of assessing risk reflects the City Corporation's standard approach to risk assessment as agreed by the Strategic Risk Management Group. Each risk is assigned a score from 1 to 25 (with 1 being the lowest risk and 25 being the highest risk) using the 5x5 matrix shown on the next page. The matrix assigns a single score to each risk based on its 'impact' and the 'likelihood' of it happening. The SRMG has also issued guidance on interpretation of the 'Impact Terms' used in the matrix.

The register is divided into columns which show the following:

- Risk number
- Risk Direction
- Risk Details
- Risk Owner/ Lead Officer
- Existing Controls
- Likelihood
- Impact
- Status
- Further Action

The resultant scores can be categorised as:

- Low Risk – 1 to 7 (colour coded green);
- Medium Risk – 8 to 18 (amber);
- High Risk – 19 to 25 (red).

Strategic Risk Management Group

The Risk Assessment Matrix

IMPACT	LIKELIHOOD					
	CATASTROPHIC	14	20	22	24	25
	SEVERE	11	17	18	21	23
	MODERATE	6	10	13	16	19
	MINOR	3	5	8	12	15
	INSIGNIFICANT	1	2	4	7	9
		IMPROBABLE	UNLIKELY	POSSIBLE	LIKELY	VERY LIKELY

Strategic Risk Management Group – Impact Assessment Criteria

Impact	Description	Indicators
Insignificant	An event where the impact can be easily absorbed without management effort.	<ul style="list-style-type: none"> ▪ No real impact on service delivery ▪ Short term loss up to £5k adverse variances across one or more budget ▪ Very minor injuries ▪ No sustained reputational damage, does not result in adverse media comment
Minor	Impact can be readily absorbed although some management input or diversion of resources from other activities may be required. The event would not delay or adversely affect a key operation or core business activity.	<ul style="list-style-type: none"> ▪ Disruption on a divisional/ business unit level. Impact on service delivery of little/ no concern to stakeholders ▪ Short term loss of up to £10k, or adverse budget variance of up to 10%. ▪ Slight injuries ▪ Minimal localised reputational damage with minor short-term adverse media comment, early recovery possible
Moderate	An event where the impact cannot be managed under normal operating conditions, requiring some additional resource or Senior Management input or creating a minor delay to operation or core business activity	<ul style="list-style-type: none"> ▪ Serious disruption to service delivery from one department, affecting an isolated group of customers, short term impact on the environment ▪ Short term loss of £100k, or adverse budget variance of 10-25%. ▪ Major/Serious injuries ▪ Breach of regulation/ law leading to sanctions or legal action ▪ Local adverse media comment/ public perception, possible medium/ long-term impact
Major	Major event or serious problem requiring substantial management/ Chief Officer effort and resources to rectify. Would adversely affect or significantly delay an operation and/ or core business activity or result in failure to capitalise on a business opportunity.	<ul style="list-style-type: none"> ▪ Serious disruption to service delivery from more than one department, affecting a range of customers, recovery possible in the short term. ▪ Sustained loss of £5-10m, or short term loss in excess of £1m, or adverse budget variance of 25-50%. ▪ Single fatality/ medium-term impact on quality of life. ▪ Serious breach or regulation/ law causing intervention/ sanctions/ legal action ▪ Short-term adverse media comment on a National level with prolonged comment on a local level leading to long-term damage and a general loss of confidence
Catastrophic	Critical issue causing severe disruption to the City of London, requiring almost total attention of the Leadership Team/ Court of Common Council and significant effort to rectify. An operation or core business activity would not be able to go ahead if this risk materialised.	<ul style="list-style-type: none"> ▪ Catastrophic impact on service delivery across the organisation, protracted recovery period, possibly requiring organisational structure or process change ▪ Sustained loss in excess of £10m per annum or adverse budget variance of greater than 50% inadequate resources to fund essential operations ▪ Multiple fatalities/ long –term impact on quality of lives or permanent impact on the environment ▪ Substantial breach of regulation/ law resulting in prosecution of directors/ Corporation ▪ Substantial adverse media comment on an International/ National level, with long-term impact that may threaten the City Corporation's ability to continue to operate as a service provider.

The descriptors above are indicative of likely outcomes/ materiality measures at each impact level, this table has been developed to assist in ensuring that risk is considered and assessed within the appropriate context. As part of the assessment process, due consideration must be given to the lifetime of a risk; the project lifecycle or duration of the activity, whether this is a one off or a recurring activity and the general proximity of the risk.

Open Spaces Department Risk Register	Owned By	Director of Open Spaces	Version	1
	Administered By	Support Services Manager	Date	01/12/2011

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
1	↓	Threat of death or serious injury resulting in heavy fines and bad publicity, if health and safety procedures fail or other regulations fail.	Director of Open Spaces and Superintendents	<p>The Department has developed an annual H&S auditing system including independent assessment, and has identified Top X risks.</p> <p>Departmental H&S Policy Framework now developed. Mapping of underground services has been carried out across the Department.</p>	Possible	Moderate	13	<p>Action outcomes from annual audit and accident investigations. Keep Top X risks under review.</p> <p>Alert staff to new mapping arrangements.</p>
2	↓	Buildings/ infrastructure may deteriorate or become unstable/ unusable through insufficient maintenance and may cause serious injury	City Surveyor and the Director of Open Spaces	<p>-City Surveyor undertakes annual surveys and has a 20 year plan of works to maintain the buildings.</p> <p>-The Superintendents have commented on revisions to the maintenance plan including infrastructure.</p> <p>-Extra investment from the additional works programme. Control measures have been introduced for some reservoirs and others are planned.</p> <p>-Corporate training on the Control of Contractors implemented and protocol developed.</p>	Unlikely	Moderate	10	<p>Further meetings taking place with the City Surveyor to develop a SLA.</p> <p>Develop plan to address Wanstead Park "at risk" status. Departmental legionella and asbestos plans have been completed.</p>

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
3	→	Extreme weather or changing environmental conditions having an effect on site operations and usage.	Superintendents and the City Surveyor	<p>Monitoring of reservoirs required to meet Environment Agency directives. Emergency plans required and being prepared.</p> <p>Regular monitoring of water levels taking place. Planting regimes adapted to take account of changing weather patterns.</p> <p>Departmental Habitat Fire Management Policy developed.</p>	Possible	Catastrophic	22	<p>Completion of Emergency Plans and introduction at all sites.</p> <p>Agree defined responsibilities for the Director of Open Spaces and City Surveyor to address implications of Dam works at Hampstead Heath and Epping Forest.</p>
4	↓	Major incident (e.g. terrorist attack) leading to OS property/ land being incapable of occupation.	City Surveyor and OS Management Team	Departmental contingency plan produced, which allows the work of the Directorate to move to our local offices, if necessary. Adhering to the advice of the Business Continuity team and City Police.	Unlikely	Moderate	10	Review contingency plan annually or after a major incident.
5	→	Service delivery affected by outside factors e.g. pandemic, strikes, fuel shortages & Olympics.	OS Management Team	Departmental pandemic plan produced. Cover can be arranged for staff, but other controls to mitigate the effect of other factors are more difficult. Olympic Resource plan has been produced.	Possible	Moderate	13	Review in the light of any further advice from the Corporate Business Continuity team.

Risk No.	Risk Direction	Risk Details	Risk Owner/ Lead Officer	Existing Controls	Likelihood (previous assessment)	Impact (previous assessment)	Status	Further Action
6	↑	Failure to secure sufficient external funding for major capital works.	Superintendents of EF and HH	Funding achieved for Wanstead Flats and Branching Out Project. Funding for Hampstead Heath and Wanstead Park still to be identified.	Unlikely	Moderate	10	Project programmes in place to secure funding for Hampstead Heath and Wanstead Park, but will have to follow the further resolution of hydrology issues.
7	→	Unavoidable reduction in income.	Superintendents	All sites monitor their income and debt closely to ensure they remain within their local risk budgets and new income streams have been identified where appropriate. More pressure on budgets due to efficiency savings. Monitoring cross-compliance of ELS/ HLS obligations.	Likely	Moderate	16	Further ways of increasing income to be considered at all sites.
8	↑	Encroaching housing development may have an adverse effect on the Open Spaces, arising from Planning legislation changes	Superintendents	Planning applications monitored closely by Superintendents. Adjoining land is purchased when possible to effect a buffer zone.	Likely	Moderate	16	Monitor further opportunities to purchase land. Need to develop mechanisms and identify new solutions to address planning policy.
9	↓	IS failure affecting service delivery.	IS Division	Risk management included in IS Strategy, numerous measures in place. Departmental business continuity plan has been developed.	Likely	Moderate	16	Continuous review of systems and improvement programme carried out by IS Division.

10	→	Impact on Landscape Management of an outbreak of diseases affecting animals (e.g. foot & mouth) Plant and tree diseases, with the potential to alter the character of land and eradicate plants.	Superintendents	Monitor DEFRA websites for updates. Meet all DEFRA guidance on animal welfare, movements and, if outbreak occurs, protection zones. Train relevant staff. Inform public/ restrict access as required. Monitoring Forestry Commission and DEFRA web sites.	Likely	Moderate	16	Continue to monitor arrangements for grazing animals and local animal enclosures. Consider additional vaccination. Review annually. Introducing further measures, based on advice received.
11	→	Loss of specialist statistical information relating to non-supported data.	OS Management Team and IT Manager	Contingency arrangements for IS and premises in place. Dependence on specialist software kept under review by the departmental IS improvement group.	Possible	Moderate	13	Ensure specialist software used as such as Arbotrack is supported in the future by its supplier. Need to consider moving to GIS in the future.
12	→	Increase fly-tipping, including handling hazardous substances, with risk of contamination, risk of environmental damage, landfill tax.	Superintendents	Ensure staff are appropriately briefed.	Likely	Moderate	16	Promote the need for increased fines and ensure more publicity to highlight the issue.
13	↑	Implications of increasing energy costs.	Superintendents	Departmental Improvement Group and a Departmental Energy Action Plan.	Likely	Moderate	16	Demand to reach Carbon Reduction Commitment.
14	→	Inability to deliver additional burial space.	Superintendent and Registrar	Scheme to use more of existing burial space and reuse graves.	Possible	Moderate	13	Developing a project to prepare additional space for 10 years' time.