Highgate Wood and Queens Park Risk Register

Generated on: 14 November 2023



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/Risk Approach	Current Risk score change indicator
ENV-NE- HWQP 007 Maintenance of buildings and Facilities	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Reduced CWP budget and limited capital programme. Event: Operational or public building become unusable. Effect: Potential serious injury to a member of the public, or member of staff. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme.	pool pool	16	We aim to reduce this risk to the target score of 12 by undertaking the following actions: An asset management review is in progress across the whole of the Natural Environment Division; achievement of the following proposed aims will mitigate the risk: • Review of how the risk is managed by enabling Natural Environment charities to have a budget to deal with assets and infrastructure repair. This will link to the charity review and internal discussions with other departments. • The Natural Environment Charities Review will seek to provide greater autonomy to the charities in organising and delivering small repairs. This is with the objective	Impact	12	31-Dec- 2024	

		that repairs can be delivered with greater agility and value. Further, the charities may seek to use local SME suppliers, providing benefits to the local community. • The Assistant Director will oversee detailed asset management plans for the charities which will assess priorities for interventions and budgetary requirements. These asset management plans will be informed by infrastructure surveys where appropriate. A prioritised list of maintenance works will be produced and will be reviewed regularly. The risk may be affected by the results of the ongoing evaluation of the presence, or lack thereof, of RACC in CoL buildings and facilities. Officers are supporting the City Surveyor's Department, and the organisation's Health and Safety unit, in initial analysis of buildings within North London Open Spaces for the existence of RACC. Further investigations, where required, will be undertaken by the Surveyor's. We have kept the current risk score at 16 until there is more certainty about the presence or absence of RACC, at which point we will reassess as	
		appropriate.	
24-Feb-2022		14 Nov 2023 Reduce Cons	ıstant
Bill LoSasso;			
Jonathan			
Meares			

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE- HWQP 007a	Review assets in conjunction with City Surveyor's Department. Review of assets is an ongoing process.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's department and local teams. City Surveyor's Department owns, and makes decisions on, the budget. The Corporate Facilities Management contract was recently renewed/replaced. We will keep the situation under review to monitor any changes and reassess this risk accordingly	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov- 2023	31-Mar- 2024
ENV-NE- HWQP 007b	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.	This is an ongoing action. Client Liaison meetings are taking place at least quarterly. APFM (Assistant Property Facilities Manager) is in regular contact with internal Divisional stakeholders but there have been delays in liaison between the client and City Surveyor's Department. We continue to work with the CSD to resolve service delivery issues.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov- 2023	31-Mar- 2024
ENV-NE- HWQP 007e	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Inspections of staff accommodation need to be resumed. All defects notified by tenants are reported to CSD for action.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov- 2023	31-Mar- 2024
ENV-NE- HWQP 007f	Asset management review.	A full review of Natural Environment assets is underway. The outcome will include detailed asset management plans for Hampstead Heath, Highgate Wood and Queen's Park.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov- 2023	31-Dec- 2024
ENV-NE- HWQP 007g	Support the City Surveyor's Department to determine the presence or absence of RACC.	Officers continue to support the City Surveyor's Department, and the organisation's Health and Safety unit, in initial analysis of buildings within North London Open Spaces for the existence of RACC. Further investigations, where required, will be undertaken by the Surveyor's.	Bill LoSasso; Jonathan Meares; Charlotte Williams	14-Nov- 2023	30-Nov- 2024

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ENV-NE- HWQP 001 Budget Reduction & Income Loss 24-Feb-2022 Bill LoSasso; Jonathan Meares	Cause: Budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. Event: Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance. Effect: Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).	Impact 12	The new operational structure is tighter and focussed on income generation but we will not have staff resources to achieve income targets until all vacant posts are filled. The target has been set to reduce the score to 8 by the end of the financial year. 102 Nov 2023	Impact 8	31-Mar- 2024	Constant

Action no	Action description		Latest Note Date	Due Date
ENV-NE- HWQP 001a	Monitor budgets monthly and consider income generation opportunities.	Regular reviewing and forecasting of the budget position is undertaken with the Chamberlain's Department.	02-Nov- 2023	31-Mar- 2024
ENV-NE- HWQP 001b		Tr	02-Nov- 2023	31-Mar- 2024

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ENV-NE-HWQP 004 Climate and Weather 10-Aug-2015 Bill LoSasso; Jonathan Meares	Cause: Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. Event: More frequent and severe storm damage, flooding, and fires. Effect: Injury or death to staff, visitors, contractors and volunteers; damage to flora and fauna; damage to property; service capability disrupted; temporary site/area closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management; potential insurance claims.	Impact	12	The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events. Extreme weather events continue to be managed. MET office Storm Centre warnings are monitored. MET Office Flood Alerts and Warning are monitored. This includes monitoring for potential flash flooding caused by summer sudden convection storms and heavy rain falling on dry ground. Action is taken to manage pond levels. In a major storm with very high levels of rainfall there would still be flooding downstream, but the risk of dam failure has been reduced significantly as a result of the 2015 Ponds Project. MET Office Fire Severity Index is monitored. 02 Nov 2023	Impact	6	31-Mar- 2024	Constant

Action no	Action description			Latest Note Date	Due Date
ENV-NE-	Alerts issued to staff via Met Office.	Trigger Event Policy is embedded into our Business as Usual and ways of working.	Jonathan	02-Nov-	31-Mar-

HWQP 004a	Review processes 6 monthly or following an extreme weather event	Met Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor. Ongoing weekly management through RAID Log process to monitor and manage extreme	Meares; Charlotte Williams	2023	2024
		weather events and to support weekly resource planning process.			
	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Emergency Action Plan is in place. It is reviewed annually and/or after an emergency incident.		02-Nov- 2023	31-Mar- 2024
				02-Nov- 2023	31-Mar- 2024

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ENV-NE- HWQP 002 Long-term damage to site 24-Feb-2022 Bill LoSasso; Jonathan Meares	Cause: An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment. Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest which are not designed for such high visitor numbers. Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.	Licehood	8	The current risk remains at the same level. Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Annual Works Programme. Achievement of target score for 2024 is contingent upon funding and support for restoration works. 02 Nov 2023	Likefrood Likefr	6	31-Mar- 2024	Constant

Action no	Action description		Latest Note Date	Due Date
ENV-NE- HWQP 002a		 Additional monitoring and ecological assessments required. Messaging via social media asking visitors to use the site responsibly. Regular Ranger and Constabulary activity. Programmed restoration work is ongoing. Target set for 2024 as we expect this to be a long-term mitigation exercise. 		31-Mar- 2024

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ENV-NE- HWQP 003 Outbreak of fire in woodland / heathland 24-Feb-2022 Bill LoSasso; Jonathan Meares	Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires, arson Event: Large-scale fire / increased frequency of fires. Effect: Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.	Impact		Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase. The current risk score has been decreased to Amber 8 (unlikely/major) as the risk is lower during the winter months, although evidence of fires during those months continues to be found by Rangers. A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious). 102 Nov 2023	poolest Impact	6	31-Mar- 2024 Reduce	Decreasing

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HWQP 003a	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety audits are reviewed annually and will be reviewed again before summer 2024. The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.	Bill LoSasso; Jonathan Meares; Charlotte Williams	02-Nov- 2023	31-Mar-2024
	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event. The Trigger Event Policy complements this plan. Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.	Bill LoSasso; Jonathan Meares; Jennifer Wood	02-Nov- 2023	31-Mar-2024

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ENV-NE- HWQP 006 Health and Safety Incidents 24-Feb-2022 Bill LoSasso; Jonathan Meares	Cause: Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional Health & Safety Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. Event: Staff or contractors undertake unsafe working practices. Unauthorised access to water bodies by members of the public. Effect: Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty.	Impact 8	The current risk score remains unchanged, but we aim to reduce it over coming months by increasing proactive Health and Safety management, including audits, inspections, communications and staffing. A Health and Safety Adviser has carried out a site audit; most of the priority actions have now been addressed. 102 Nov 2023	Impact	31-Mar- 2024	Constant

Action no	Action description		Latest Note Date	Due Date
ENV-NE- HWQP 006a	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.		02-Nov- 2023	31-Mar- 2024
ENV-NE- HWQP 006b	1 1	be held regularly. Ongoing action.	02-Nov- 2023	31-Mar- 2024

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ENV-NE- HWQP 009 Recruitment and Retention of Staff 25-Jun-2022 Bill LoSasso; Jonathan Meares	Cause: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. Event: Division is unable to maintain the spaces to an acceptable standard. Effect: Environment Department sees an increase in untrained, unqualified staff. Decrease in competent and skilled staff to deliver the management and maintenance of the spaces. Increased number of complaints regarding the quality of the space. Reputational damage.	Impact		The current risk score remains as Amber 8 as the new structure has been confirmed and recruitment is underway. We aim to reduce this risk further once all vacancies are recruited to and the new structure is embedded. 102 Nov 2023	Boot Boot Boot Boot Boot Boot Boot Boot	4	30-Sep- 2024 Reduce	Constant

Action no	Action description	Latest Note	Latest Note Date	Due Date
ENV-NE- HWQP 009b	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is underway.	02-Nov- 2023	31-Mar- 2024
ENV-NE- HWQP 009c	Embed new operational structure.	strong, supportive teams with consistent management support and good development opportunities.	02-Nov- 2023	30-Sep- 2024

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ENV-NE-HWQP 011 Tree failure 02-Feb-2023 Bill LoSasso; Jonathan Meares	Cause: Large numbers of older, more vulnerable trees, especially at Highgate Wood which is an ancient woodland. These trees require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions exacerbate the risk. Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Additional risk of summer branch drop in hot, dry conditions. Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.	Impact	8	Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly. The Extreme Weather Protocol contains criteria for closing Highgate Wood and Queen's Park in extreme weather conditions. Discussions with neighbouring local authorities and relevant parties are being undertaken to determine whether closure of roads adjacent to the sites during severe storms is feasible. 02 Nov 2023	Impact	6	31-Mar- 2024	Constant

Action no	Action description			Latest Note Date	Due Date
	systems.	issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away.	David Humphries; Jonathan Meares		31-Mar- 2024
		A tree failure database is maintained to record significant tree failures at Highgate Wood and Queen's Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.			

		Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.			
ENV-NE- HWQP 011b	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HWQP 004: Climate and Weather)		David Humphries; Jonathan Meares	02-Nov- 2023	31-Mar- 2024
ENV-NE- HWQP 011c	Annual tree management audit carried out by external consultant	An annual review of systems and inspections is undertaken by an independent external consultant. Do not be a system of systems and inspections is undertaken by an independent external by an independent externa		02-Nov- 2023	31-Mar- 2024
ENV-NE- HWQP 011d	Review Divisional Tree Safety Policy	The Natural Environment Division's Tree Safety Policy is being be reviewed in liaison with colleagues across the Division to ensure it is fit for purpose and updated as necessary.	David Humphries; Jonathan Meares	02-Nov- 2023	31-Mar- 2024
ENV-NE- HWQP 011e	Liaise with local authorities regarding possibility of road closures during severe storms.	We have made initial enquiries with neighbouring boroughs regarding the possibility of closing roads adjacent to our sites during extreme storms. This a complicated issue, especially as we are not usually able to give advance notice, financial penalties may be involved and other parties and agencies (e.g. GLA/TfL) would need to be consulted.		02-Nov- 2023	31-Dec- 2024

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ENV-NE- HWQP 005 Plant and Tree Disease	Cause: Inadequate biosecurity; purchase of infected trees, plants or animals; spread of windblown OPM (oak processionary moth) from adjacent sites; climate change. Event: Tree disease including Massaria, Ash dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases. Effect: Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM.	Impact 6	Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions. The threat of OPM across the North London Division is reducing but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. Staff continue to manage Massaria and Horse chestnut bleeding canker. The Tree Team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (Ceratocystis platani) and Xylela fastidiosa. Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with	Impact	31-Oct- 2024	

24-Feb-2022		tree damage (which may be associated with pests/disease). 02 Nov 2023		Accept	Constant
Bill LoSasso; Jonathan Meares					

Action no	Action description		Latest Note Date	Due Date
ENV-NE- HWQP 005a		Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action.		31-Mar- 2024
ENV-NE- HWQP 005b	Moth.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies.		31-Mar- 2024

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ENV-NE- HWQP 008 Local Planning Issues 24-Feb-2022 Bill LoSasso; Jonathan Meares	Cause: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. Event: Large houses, buildings or other developments on land affecting the sites. Impact: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	Impact		The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time. We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Highgate Wood and Queen's Park and the wider Division. 02 Nov 2023		4	Accept	Constant

Action no	Action description		Latest Note Date	Due Date
ENV-NE- HWQP 008a	Assistant Director and Officers in contact with neighbouring local authorities in regard to planning issues	Ongoing, the Division makes representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.		31-Mar- 2024
ENV-NE- HWQP 008b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. We respond to planning issues as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.		31-Mar- 2024

ENV-NE- HWQP 008c	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	Ongoing. We respond to planning issues as necessary. Relevant planning applications are monitored.	 02-Nov- 2023	31-Mar- 2024
		Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.		