

Committee:	Date:
Open Spaces and City Garden West Ham Park Committee	18 July 2016 18 July 2016
Subject: Open Spaces Department, City Gardens and West Ham Park Risk Management	Public
Report of: Director Open Spaces	For Decision
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Summary

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

The Open Spaces Department has one corporate risk and upon review, has five departmental risks. There are eight risks for City Gardens and West Ham Park (Parks and Gardens).

Corporate risk:

CR11 – Hampstead Heath ponds: overtopping leading to dam failure

Departmental risks:

- OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public
- OSD 002 - Extreme weather
- OSD 004 - Poor repair and maintenance of buildings
- OSD 005 - Animal, plant and tree diseases
- OSD 006 - Impact of housing and/or transport development

West Ham Park is a registered charity (charity number 206948). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required 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. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

Recommendation

Members of the Open Spaces and City Gardens Committee are asked to:

- Approve the Departmental risk register outlined in this report and at Appendix 1.
- Note the content of the full divisional risk register at Appendix 2

Members of the Open Spaces and City Gardens Committee and West Ham Park Committee are asked to:

- Approve the Parks and Gardens risk register included within Appendix 2.

Main Report

1. Background

- 1.1. 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 Covalent Risk Management System.
- 1.2. The Open Spaces Department manages risk through a number of important 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.
- 1.3. 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.
- 1.4. On 22 March 2016 the Chief Officer group received a report on the observations of the informal risk challenge sessions with the Audit and Risk Management Committee. A number of recommendations were agreed which included that; Chief Officers were to ensure that their list of departmental risks include, risks "that may keep them awake at night" i.e. that they are the risks most significant that should they happen will cause damage to the delivery of the services / reputation (and possibly the Corporation's).

2. Current Position

- 2.1. In light of this recommendation to Chief Officers, the Departments SLT gave additional consideration when reviewing its list of eleven departmental risks (as previously reported to this Committee on 18 April as part of the '2016 to 2019 Open Spaces Business Plan'). It was identified that a number of the risks listed as 'departmental' only related to a few of the divisions and therefore was no longer appropriate to be considered a risk to the whole department. These should be removed as Departmental risks but retained as divisional risks. There was also a risk where the 'current risk score' and 'target risk score' were 'green'. This has also been removed as a departmental risk but retained where it is still an issue at a divisional level. The SLT will continue to review their own divisional risks as well as departmental risks and will discuss if any risks need to be escalated to a departmental or corporate level.
- 2.2. The Open Spaces and City Gardens Committee will receive the full risk register for the department and all the divisions. West Ham Park Committee and other Management Committees will receive the departmental risks and the divisional risks relevant only to their committee and their charity/ies.

Summary of Departmental risks

- 2.3. Appendix 1 shows the proposed Departmental risks. Officers are undertaking a range of actions at a divisional level and these actions will reduce the 'current departmental risk score' to achieve the 'target score'. Therefore the Departmental risk register layout (appendix 1) is different from usual, providing cross references to the divisional risks. Appendix 2 then provides the detail of the divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.
- 2.4. The Management Committees of 'Epping Forest and the Commons' and 'Hampstead Heath, Highgate Woods and Queen's Park' as well as the 'Port Health and Environmental Service's' Committee will be asked to approve the relevant divisional risk registers.
- 2.5. **OSD 001 - Ensuring the health and safety of staff, volunteers contractors and public (Current risk amber – no change)**
This describes the risks that exist to all visitors and workers within the various open spaces including staff, volunteers, contractors and the public. Some of these risks may be due to poor understanding, lack of training and/or failure to implement safe systems of work. This could result in injury to workers, volunteers or the public unless dynamic risk assessments and regular audits are undertaken and unsafe working practices identified and stopped. It is anticipated that this risk will move to green.
- 2.6. **OSD 002 – Extreme weather (Current risk: amber – reduced risk)**
With the fluctuations in weather conditions and the potential risks caused by severe wind, prolonged heat and/or heavy rainfall, the impact could cause damage to property and trees, disrupt access and cause sites to be closed. Monitoring systems and emergency plans and procedures are in place. The current risk score recognises the improved monitoring and communication of weather warnings. This risk is constantly present and as such the target risk score is the same as the current score as there is little more that can be reasonably done to mitigate the risk.
- 2.7. **OSD 004 – Poor repair and maintenance of buildings (Current Risk: amber – no change)**
This risk recognises the issues that the Department has experienced in relation to planned and reactive maintenance which has resulted in delays to repairs which have affected service delivery/staff comfort and if ongoing will result in the deterioration of the Department's assets. The department is inputting into the development of the new repairs and maintenance contract specification and now has regular meetings/inspections with City Surveyor's officers. The department is also progressing outcomes of the operational property review. It is anticipated that this risk will reduce to green.
- 2.8. **OSD 005 – Animal, plant and tree diseases (Current risk: amber – reduced risk)**
The 'natural' spread of pests and diseases from neighbouring areas and through transfer from infected plants means that the different open spaces are at risk from a wide range of infestations including oak processionary moth, massaria and ash die back. The impact could disrupt service capability and reduce public

access to the open spaces. The risk has reduced as staff have been trained and regular monitoring is taking place with specialists brought in where necessary. Currently, this risk is constantly present and as such the target risk score remains amber although we anticipate the impact may reduce slightly, but there is little more that can be reasonably done to mitigate the risk.

2.9. **OSD 006 - Impact of housing and/or transport development (Current risk: red – increased risk)**

Demand for additional housing and infrastructure improvements is putting pressure on local authority planning authorities to develop on green spaces. The resulting increased populations' means greater visitor numbers to our open spaces which can result in greater ground compaction, increased noise pollution and potential decline in biodiversity. The department will continue to monitor and comment on planning applications and contribute to Authority's planning documents and transport strategies. The risk however is unlikely to drop below amber.

Other Material Changes since the Previous review

2.10. The following risks have been removed from the Departmental risk register since the previous report to Open Spaces and City Gardens Committee:

Risk	Reason for removal from Departmental risk register
OSD 003 - Delivering the departmental road map programmes and projects	Current risk is green (4) and the target risk is green (2).
OSD 007 – Recruiting and retaining appropriately skilled staff	This is assessed as an amber risk at Epping Forest only so will be retained and managed at a divisional level.
OSD 008 – Breaking ground	This is now included within the divisional risks; 'ensuring the health and safety of staff, volunteers contractors and public'.
OSD 009 – Water management	The risk at Hampstead Heath is captured as a Corporate risk. Water management risks at Epping Forest, North London Open Spaces and The Commons are captured as amber risks at a divisional level.
OSD 010 – Limited financial resources	The 'risk cause' and 'target actions' vary across divisions and therefore this risk will be retained and managed at a divisional level.

City Gardens and West Ham Park Risk Management

2.11. There are eight risks identified across City Gardens and West Ham Park (Parks and Gardens), all of which are amber. Five of the Parks and Gardens risks cross reference to the departmental risks. The divisional only risks are:

- Public Behaviour (OSD P&G 006)
- Finance – SBR Roadmaps (OS P&G 003)
- Major Incident resulting in prolonged 'access denial' (OSD P&G 008)

2.12. The detail of the individual risks is shown in Appendix 2, and a summary of their scores is shown in the table below.

		3	4	
Likelihood				
				1
	Impact			

3. Proposals

- 3.1. That the Parks and Gardens (City Gardens and the West Ham Park) risk register forms part of the departmental risk management strategy.
- 3.2. The risk register forms part of the charity's annual report to the Charity Commission and is reviewed annually.

4. Corporate & Strategic Implications

- 4.1. The divisional risk register reflects the Open Spaces Department's four objectives as set out in the departmental business plan:
 - a) Protect and conserve the ecology, biodiversity and heritage of our sites
 - b) Embed financial stability across our activities by delivering identified programmes and projects
 - c) Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer
 - d) Improving the health and wellbeing of our communities through access to green space and recreation.
- 4.2. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk, supports the City of London's
 - Strategic Aim 3: To provide valued services to London and the nation and
 - Key Policy Priority 3: Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.

5. Conclusion

- 5.1. The need to systematically manage risk across the Department and at a divisional level for City Gardens and West Ham Park is addressed by the production of this 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 - Departmental Risk register
- Appendix 2 - Full divisional risk register
- Appendix 3 - City of London Corporation Risk Matrix

Background Papers: None

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