

OSD NLOS Detailed Risk Report

Report Author: Martin Falder

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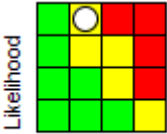
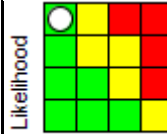

Rows are sorted by Risk Score

Code & Title: OSD NLOS Hampstead Heath, Queens Park & Highgate Wood 9

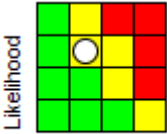
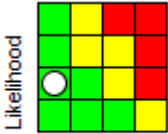
| Risk no, Title, Creation date, Owner | Risk Description (Cause, Event, Impact) | Current Risk Rating & Score | | Risk Update and date of update | Target Risk Rating & Score | | Target Date | Current Risk score change indicator |
|---|---|-----------------------------|----|---|----------------------------|----|-------------|-------------------------------------|
| OSD NLOS 011 Impact of housing and population and transport increase 23-Jun-2016 Bob Warnock | <p>Causes: 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.</p> <p>Event: Large houses, buildings or other developments on land affecting Open Spaces.</p> <p>Impact: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquility. 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.</p> | Likelihood Impact | 12 | Current planning issues relate to Heath House, The Water House, Parliament Hill / William Ellis Schools, 114-120 West Heath Road, Jack Straws Castle and two Eruv applications. 26 Apr 2017 | Likelihood Impact | 12 | 31-Mar-2018 | |

| Action no, Title, | Description | Latest Note | Managed By | Latest Note Date | Due Date |
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| OSD NLOS 011 a Local Authority relationships | Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet and Haringey in regard to planning issues which may impact the open spaces. | This is on-going and the Division will make representation when appropriate. | Richard Gentry | 26-Apr- 2017 | 30-Jun- 2017 |
| OSD NLOS 011 b Local planning documents | Respond to consultation on the local plans to help influence the content of the documents. | Response to planning issues given as and when required. | Richard Gentry | 14-Mar- 2017 | 30-Jun- 2017 |
| OSD NLOS 011 c Planning applications | A Consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to resisting planning applications that impact on the Open Spaces. | The Division continues to monitor local planning issues. | Richard Gentry | 26-Apr- 2017 | 30-Jun- 2017 |

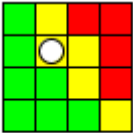
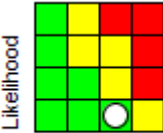
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| OSD NLOS 003 Extreme Weather Events 10-Aug-2015 Bob Warnock | <p>Causes: Severe wind events, prolonged precipitation or restricted precipitation</p> <p>Event: Severe weather/climate impacts at one or more sites within the Division</p> <p>Impact: Service capability disrupted; Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts site access, rainfall results in flooding and impassable areas, site closures: severe damage to flora and fauna: risk to life and limb: damage to property</p> |  <p>Likelihood</p> | 8 | <p>Residential and non residential staff are briefed by Duty Manager / Supervisor in advance of weather via alerts received from the Met Office.</p> <p>Staff prepared to respond to weather event.</p> <p>26 Apr 2017</p> |  <p>Likelihood</p> | 4 | 01-Apr-2018 |  Decreased Risk Score |

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| OSD NLOS 003 a Review Met Office information | Alerts issued to staff via Met Office. Review processes 6 monthly or following and extreme weather event | Response to 'Trigger Events' has been effective. | Bob Warnock | 26-Apr-2017 | 31-Mar-2018 |
| OSD NLOS 003 b Review of site emergency plans | Site plans reviewed annually or following incident if appropriate. Next review date September 2016 | <p>SMT have met with residential staff and Lodge Policy now in a draft form.</p> <p>Call out procedure is being developed, launch date was April 2017, due to competing priorities, this date will be extended,</p> | Richard Gentry | 26-Apr-2017 | 31-Mar-2018 |

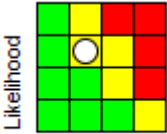
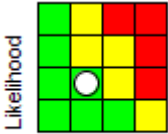
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| OSD NLOS 006 Ensuring the Health and Safety of staff, contractors, visitors and volunteers 10-Aug-2015 Bob Warnock | Cause: Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional H & S Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. Event: Staff or contractors undertake unsafe working practices Impact: Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty |  Likelihood Impact | 6 | Recent cable strike is being investigated (fencing contractor). H & S meetings continue to take place Divisional and Dept. 14 Mar 2017 |  Likelihood Impact | 2 | 01-Apr-2018 | ↔ No change |

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| OSD NLOS 006 a Annual H & S site Audits | Continue with annual H & S site Audits Sites will carry out audits by peers from within Division Next audit will take place in August 2016 | Audits have been completed. Site reps need to ensure any outstanding actions from audit are responded to. Divisional H & S meeting has declared that peer to peer audit will continue with Supervisors carrying out audits. | Richard Gentry | 30-Dec-2016 | 31-Dec-2016 |
| OSD NLOS 006 b Quarterly Divisional H & S Meetings | Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters | Meeting dates for 2017 have been diarised and staff made aware of dates. Minutes of previous meeting have been distributed to staff. | Richard Gentry | 30-Dec-2016 | 14-Dec-2016 |
| OSD NLOS 006 c Breaking Ground | Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes | No incidents to occurrences since last update. At Divisional H & S meeting the Dept. Control of Contractors Document presented to staff for distribution. | Richard Gentry | 30-Dec-2016 | 31-Dec-2016 |

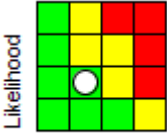
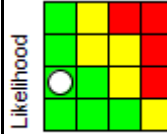
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| | <p>procedures for City Surveyors appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used.</p> <p>Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.</p> | | | | |
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| OSD NLOS 007 Hampstead Heath Water bodies including Bathing Ponds 10-Aug-2015 Bob Warnock | Cause: Improper use of water bodies. Members of the public swimming in unauthorised areas. Swimming outside of designated zones/times. Swimmers fail to pay attention to acclimatisation requirements. Insufficient signage, poor maintenance of banks Event: Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond. Impact: Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty |  Likelihood Impact | 6 | As warmer weather approaches, we may see people entering water bodies without life guards. Staff to ensure they continue to check signage and life saving equipment on checklist.. 14 Mar 2017 |  Likelihood Impact | 4 | 31-Mar-2018 | ↔ No change |

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| OSD NLOS 008 a Training | Training for lifeguards Training is ongoing activity Review annually | Lifeguards and other staff complete the Learning and Development section of their PDR with their Line Manager. Training is identified and arranged at a local Divisional level. When necessary, Dept. or Organisational training is rolled out to staff and completed, e.g. Driver Awareness | Richard Gentry | 26-Apr-2017 | 30-Apr-2017 |
| OSD NLOS 008 b Signage | Appropriate signage at ponds Weekly - Signage is checked as part of Ranger duties, this includes checking gates are locked and life rings are in place - ongoing Date of next review – November 2016 | Signage has been refreshed and installed following the Ponds Project. | Bob Warnock | 26-Apr-2017 | 31-Dec-2016 |
| OSD NLOS 008 c Safety equipment | Safety equipment accessible at ponds Weekly - Checks are carried out by life guards within their facilities Monthly – Safety equipment is checked as part of Ranger duties. Review six monthly. Date of next review September 2016 | Signage and equipment has been installed following the completion of the Ponds Project works. | Bob Warnock | 14-Mar-2017 | 31-Jan-2017 |

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| OSD NLOS 010 Golders Hill Park Zoo and Queens Park Farm 03-Jun-2016 Bob Warnock | Cause: Non compliance with zoo licensing legislation, failing to follow best practice, failing to have sufficient and suitably qualified staff Event: Animal mortality, increase of animal disease, possible infection to human beings Impact: Adverse publicity, legal challenge, fines and prosecution |  Likelihood Impact | 6 | Measures in place to respond to outbreak of avian bird flu in Europe. Now evidence of outbreak in the UK. Update on avian bird flu from zoo staff measures continue to be in place until end of April 2017. 14 Mar 2017 |  Likelihood Impact | 4 | 01-Apr-2018 | |

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| OSD NLOS 010 a Facilities operated by appropriate staff | Recruiting to Senior Zoo Keeper and Engagement Officer. Training delivered for Queens Park team in basic animal husbandry to support ongoing management of the Farm Staff from Queen's Park providing support at the zoo with support of casual staff. | Position has been recruited to since August 2016. Handover has been completed. | Richard Gentry | 13-Nov-2016 | 31-Oct-2016 |
| OSD NLOS 010 b Expert advice and guidance | Zoo Ethics meeting twice a year with vets visits to zoo and farm also twice a year Attendance at meeting by Local Authority Zoo Licence Inspector offering support and guidance Daily activities undertaken to ensure compliance with required zoo licence | Zoo Team Leader and Animal Attendant in process of developing plan for future of the zoo and farm. Reported to Committee in March 2017, next report to May HHMC and June QPJCG. No ethics issues to report. | Richard Gentry | 26-Apr-2017 | 30-Jun-2017 |

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| OSD NLOS 001 Delivering the Divisional Road Map for Projects and Programmes 10-Aug-2015 Bob Warnock | <p>Causes: A gap of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes, timescales and deliverables.</p> <p>Event: The Division is unable to deliver its agreed roadmap projects and programmes in agreed timescales or achieving agreed outcomes</p> <p>Impact: Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.</p> |  <p>Likelihood</p> <p>Impact</p> | 4 | No change 14 Mar 2017 |  <p>Likelihood</p> <p>Impact</p> | 2 | 31-Mar-2018 | ↔ No change |

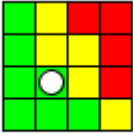
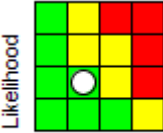

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| OSD NLOS 001 a Programme management | <p>Programmes cover period 2015 - 2018.</p> <p>Programme Boards meet regularly - ongoing</p> <p>Projects Officer appointed, Supervisors and Managers have been given support and training.</p> <p>Programmes and Project reporting bi-monthly through highlight reports to Senior Leadership Team and overseen by OSPSU - ongoing</p> <p>Departmental Programmes RAG status progress by exclusion to Open Spaces and City Gardens Committee - ongoing</p> | | Bob Warnock | | 31-Mar-2018 |

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| OSD NLOS 002 Outbreak of Fire in Woodland / Heathland 10-Aug-2015 Bob Warnock | <p>Causes: Warm weather leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes.</p> <p>Event: Large-scale fire.</p> <p>Impact: 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.</p> | <p>Likelihood</p> <p>Impact</p> | 4 | <p>Updated to serious as we move in to the warmer months.</p> <p>No serious or major fire incidents since the last review date.</p> <p>Staff have access to small firefighting equipment. They can respond to small contained fires.</p> <p>Emergency Services have information in regard to our Emergency Response Procedures, and entrance gate location numbers should they be required to respond to an emergency.</p> <p>26 Apr 2017</p> | <p>Likelihood</p> <p>Impact</p> | 4 | 31-Mar-2018 | ↔ No change |

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| OSD NLOS 002 a Improve Fire Awareness | Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff. | Recent Fair Safety checks have identified a lack of on-going training for staff, a report will follow recommending further training should take place for existing staff. | Richard Gentry | 26-Apr-2017 | 31-May-2017 |
| OSD NLOS 002 b Emergency Action Plan | Review EAP - Review carried out annually or following incident if appropriate. Next review date September 2016 | First proper meeting took place with key stakeholders in March 2017. D Cobb/B Macefield and P Jeal are leading on the development of a Trigger Event Guidance Document. D Cobb has suggested a document focussing on main issues for the Division would be available before the summer 2017. | Richard Gentry | 14-Mar-2017 | 31-May-2017 |

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| OSD NLOS 004 Plant and Tree Disease 10-Aug-2015 Bob Warnock | <p>Causes: Inadequate biosecurity, buying of infected trees, plants or animals, spread of windblown OPM (oak processionary moth) from adjacent sites</p> <p>Event: Tree disease including Massaria, Ash Die Back, Oak Processionary Moth. Sites become infected by animal, plant or tree diseases</p> <p>Impact: Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM</p> | <p>Likelihood</p> | 4 | Reduced likelihood as staff source from approved suppliers. 14 Mar 2017 | <p>Likelihood</p> | 6 | 31-Mar-2018 | No change |

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| OSD NLOS 004 a Tree and Plant Procurement | Sourcing of plants / trees through approved suppliers. Review six monthly | Staff continue to use approved suppliers for the procurement of trees and plants. Evidence of tree disease in Division Early warning notices to be displayed , e.g. OPM. | Richard Gentry | 26-Apr-2017 | 31-Aug-2017 |
| OSD NLOS 004 b OPM monitoring | Trained arboricultural contractors carrying out spraying of Oak in previously infected areas | Spraying has been carried out. Notices were displayed raising awareness. Staff to be advised & updated about OPM and what they should be observing when on patrol. | Richard Gentry | 26-Apr-2017 | 31-Mar-2018 |

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| OSD NLOS 008 Maintenance of Divisional buildings and equipment 10-Aug-2015 Bob Warnock | Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public building become unusable Impact: 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. |  Likelihood | 4 | Regular client liaison meetings take place with colleagues from the City Surveyors Department APFM attends site and responds in timely manner to issues. Staff utilise the Maintenance Technician or the Property Response Desk provided by the City Surveyors Department. 26 Apr 2017 |  Likelihood | 4 | 31-Aug-2017 |  Decreased Risk Score |

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| OSD NLOS 008 a Review of Property Assets | Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process | Asset review by the Surveyors Dept. is on-going. Client Liaison Meetings continue. | Richard Gentry | 14-Mar-2017 | 30-Jun-2017 |
| OSD NLOS 008 b Liaison with Surveyors' Dept. | Client Liaison meetings are held regularly to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process | Client Liaison meetings are taking place. APFM in regular contact with internal Divisional stakeholders. | Richard Gentry | 16-Nov-2016 | 31-Jul-2017 |
| OSD NLOS 008 c East Heath Car Park Capital Project | East Heath Car Park Capital Project | East Heath Car Park resurfacing project will involve an options appraisal and further consideration by this HHCC and the HHHWQPC before submitting a report to Gateway 3. | Richard Gentry; Esther Sumner; Bob Warnock | 26-Apr-2017 | 30-Jun-2017 |