



## Open Spaces and City Gardens Committee

**Date:** THURSDAY, 16 JULY 2020  
**Time:** 9.30 am  
**Venue:** VIRTUAL PUBLIC MEETING (ACCESSIBLE REMOTELY)

**Members:** Oliver Sells QC (Chairman)  
Graeme Doshi-Smith (Deputy Chairman)  
Alderman Ian Luder  
Wendy Mead  
Barbara Newman  
Jeremy Simons  
Deputy John Tomlinson  
Deputy Philip Woodhouse (Ex-Officio Member)  
Karina Dostalova (Ex-Officio Member)  
Anne Fairweather (Ex-Officio Member)  
Caroline Haines

**Enquiries:** Richard Holt  
Richard.Holt@cityoflondon.gov.uk / 020 7332 3113

### Accessing the virtual public meeting

Members of the public can observe this virtual public meeting at the below link:  
<https://youtu.be/AXr5RloDjxs>

**John Barradell**  
**Town Clerk and Chief Executive**

# **AGENDA**

## **Part 1 - Public Agenda**

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **MINUTES**

To agree the draft public minutes and non-public summary of the previous meeting of the Open Spaces and City Gardens Committee held on the 3<sup>rd</sup> of February 2020.

**For Decision**  
(Pages 1 - 4)

4. **TERMS OF REFERENCE**

Report of the Town Clerk.

**For Decision**  
(Pages 5 - 8)

### **Open Spaces**

5. **OPEN SPACES DEPARTMENT, CITY GARDENS AND WEST HAM PARK RISK MANAGEMENT**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 9 - 72)

### **City Gardens**

6. **ST BOTOLPH BISHOPSGATE CHURCHYARD IMPROVEMENTS**

Report of the Director of Open Spaces.

**For Decision**  
(Pages 73 - 76)

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

8. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

## **Part 2 - Non-Public Agenda**

9. **EXCLUSION OF THE PUBLIC**

MOTION: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

**For Decision**

10. **NON-PUBLIC MINUTES**

To agree the draft non-public minutes of the previous meeting of the Open Spaces and City Gardens Committee held on the 3<sup>rd</sup> of February 2020.

**For Decision**  
(Pages 77 - 78)

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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## **OPEN SPACES AND CITY GARDENS** **Monday, 3 February 2020**

Minutes of the meeting of the Open Spaces and City Gardens held at Committee Room - 2nd Floor West Wing, Guildhall on Monday, 3 February 2020 at 11.30 am

### **Present**

#### **Members:**

Oliver Sells QC (Chairman)  
Alderman Ian Luder  
Barbara Newman  
Jeremy Simons  
Deputy John Tomlinson  
Deputy Philip Woodhouse (Ex-Officio Member)

#### **In attendance:**

Catherine Bickmore

#### **Officers:**

Richard Holt	- Town Clerk's Department
Kristina Drake	- Town Clerk's Department
Alison Elam	- Group Accountant, Chamberlain's Department
Mark Eyre	- Senior Principal Surveyor, City Surveyor's Department
Colin Buttery	- Director of Open Spaces
Martin Rodman	- Superintendent, Parks and Gardens Open Spaces Department
Gerry Kiefer	- Open Spaces Business Manager, Open Spaces Department

### **1. APOLOGIES**

Apologies were received from the Deputy Chairman Graeme Doshi-Smith, Caroline Haines, Wend Mead and Verderer Dr Joanna Thomas.

A Member noted that Verderer Thomas would be stepping down from the role at the end of February 2020 and that appropriate communication should be produced to send as a thanks for her years of service. A Member suggested that an Honorary Reeve of Epping Forest would be appropriate and had previously been received by Verderers upon retirement but noted that this was within the powers of Epping Forest district Council. The Chairman confirmed that he would undertake with colleagues to provide a suitable thanks to Verderer Thomas.

### **2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations received.

3. **MINUTES**

The Committee considered the public minutes and non-public summary of the Open Spaces & City Gardens Committee meeting held on the 9<sup>th</sup> of December 2019.

**RESOLVED-** That the public minutes of the Open Spaces & City Gardens Committee 9 December 2019.

4. **ACTIONS**

The Committee received a report of the Town Clerk on the public actions of the previous meeting.

The Chairman noted that he had received communication from the Chairman of the Finance Committee in response to his note regarding action 1/2019/P. It was explained that the Chamberlain and Director of Information Technology had confirmed that they would be providing a full response regarding the functionality of the City of London Corporation Website's open spaces web pages. Members discussed the importance of fully functioning open spaces' web pages to the Department and noted that it was vital the access issues were resolved by the summer season. In addition, the Director of Open Spaces explained that representatives of the Information Technology team would be attending the Open Spaces and City Gardens Committee meeting in April.

Further to Action 3/2019/P on the policy for festive trees in 2020 it was noted that a draft report on the Policy was currently being considered by the City Surveyor's Department and the Department of Built Environment with a final report for Members being prepared for consideration at the April Committee meeting. The Chairman commented that adequate time should be allowed for procurement of the trees in time for Christmas 2020.

**RESOLVED-** That the report be noted.

5. **DEPARTMENTAL AND SERVICE COMMITTEE BUDGET ESTIMATES AND HIGH-LEVEL SUMMARY BUSINESS PLAN 2020/21 - OPEN SPACES DEPARTMENT**

The Committee considered a joint report of the Director of Open Spaces and Chamberlain on the Departmental and Service Committee Budget Estimates and high-level summary Business Plan 2020/21 for the Open Spaces Department. The report presented for approval the budget estimates and the draft final high-level summary Business Plan for the Open Spaces and City Gardens Committee for 2020/21 for submission to the Finance Committee.

The Director of Open Spaces provided Members with an update on the capital projects for the Open Spaces Department explaining that the Finsbury Circus and Nursery Site projects had received approval from the Resource Allocation Sub-Committee while the Artificial Grass Pitch Provision at Wanstead Flats was deferred for more information to be provided. The Chairman noted that this was a better position than was previously feared and thanked Members for their work in arguing the case for the open spaces related projects.

Replying to a question from an observer appointed to the Committee the Director of Open Spaces provided a definition of the term heritage as used within the report.

**RESOLVED-** That: -

- I. The Open Spaces and City Gardens Committee proposed revenue budget for 2020/21 be approved for submission to Finance Committee; and
- II. That the Open Spaces and City Gardens Committee proposed capital and supplementary revenue projects budgets for 2020/21 be approved for submission to Finance Committee; and
- III. The provisional 2020/21 revenue budget for the services overseen by other committees as per Appendix 6 be noted; and
- IV. That the Chamberlain be authorised, in consultation with Director of Open Spaces to revise these budgets to allow for any further implications arising from the Fundamental Review, Corporate Projects, other reviews and changes to the Cyclical Works Programme; and
- V. That minor amendments for 2019/20 and 2020/21 budgets arising during budget setting be delegated to the Chamberlain; and
- VI. That the final draft high-level summary Open Spaces Department Business Plan for 2020/21 be approved.

**6. CITY GARDENS UPDATE**

The Committee received a report of the Director of Open Spaces updating Members on activities within the City Gardens since December 2019.

The Director of Open Spaces introduced the report and highlighted that, due to the number of permissions required from the affected parties, and the time constrained nature of the funding, it would not be possible to complete the works by the end of March. Replying to a query regarding the completion date of these works the Director explained that this would be dependent on decisions made regarding the allocation of resources for 2020/21 Budget. A Member commented that disability access to this Garden, as well as all open spaces managed by the City of London Corporation, was a vital component and should be provided appropriate consideration by Officers.

The Chairman informed the Committee that he had been invited to meet with the Archdeacon of London to discuss the opportunities for Churchyards within the City of London and he would provide an update to the Committee on this meeting.

**RESOLVED-** That the report be noted.

**7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions considered in the public session.

**8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED**

There was no urgent business considered in the public session.

9. **EXCLUSION OF THE PUBLIC**

**RESOLVED-** That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the following items of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

10. **NON-PUBLIC MINUTES**

The Committee considered the non-public minutes of the Open Spaces & City Gardens Committee meeting held on the 9<sup>th</sup> of December 2019.

**RESOLVED-** That the non-public minutes of the Open Spaces & City Gardens Committee 9 December 2019 be approved as an accurate record.

11. **NON-PUBLIC ACTIONS**

The Committee received a report of the Town Clerk on the non-public minutes of the previous meeting.

**RESOLVED-** That the report be noted.

12. **RENNIE GARDENS**

The Committee considered a report of the City Surveyor on Rennie Garden.

**RESOLVED-** That the report be agreed.

13. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions received in the non-public session.

14. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

There was no urgent business considered in the non-public session.

**The meeting ended at 12.12 pm**

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Chairman

**Contact Officer: Richard Holt  
Richard.Holt@cityoflondon.gov.uk / 020 7332 3113**



<b>Committee(s)</b>	<b>Dated:</b>
Open Spaces and City Gardens	16 July 2020
<b>Subject:</b> Terms of Reference	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> Richard Holt – Town Clerk’s Department	

## Summary

As part of the post-implementation review of the changes made to the City Corporation’s governance arrangements in 2011, it was agreed that all Committees should review their terms of reference annually. This is to enable any proposed changes to be considered in time for the annual reappointment of Committees by the Court of Common Council.

The terms of reference of the Open Spaces and City Gardens Committee are attached at Appendix 1 to this report for Members’ consideration.

## Recommendations

It is recommended that:

- the terms of reference of the Open Spaces and City Gardens Committee, subject to any comments, be approved for submission to the Court of Common Council in July, and that any further changes required in the lead up to the Court’s appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman; and
- Members consider whether any change is required to the frequency of the Committee’s meetings.

## Appendices

- Appendix 1 – Terms of Reference

### Richard Holt

Committee and Member Services Officer  
Town Clerk’s Department  
T: 020 7332 3008  
E: [Richard.Holt@cityoflondon.gov.uk](mailto:Richard.Holt@cityoflondon.gov.uk)

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ESTLIN, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 25th April 2019, doth hereby appoint the following Committee until the first meeting of the Court in April, 2020.
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### **OPEN SPACES & CITY GARDENS COMMITTEE**

1. **Constitution**  
A Non-Ward Committee consisting of,
  - eight Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
  - the following ex-officio Members:-
    - the Chairman and Deputy Chairman of the Epping Forest & Commons Committee
    - the Chairman and Deputy Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee
  
2. **Quorum**  
The quorum consists of any five Members.
  
3. **Membership 2019/20**
  - 7 (4) Jeremy Lewis Simons
  - 7 (3) Barbara Patricia Newman, C.B.E.
  - 3 (3) Oliver Sells, Q.C.
  - 3 (3) John Tomlinson, Deputy
  - 9 (2) Ian David Luder J.P., Alderman
  - 6 (2) Graeme Martyn Smith
  - 2 (1) Caroline Wilma Haines
  - 9 (1) Wendy Mead, O.B.E.

together with the ex-officio Members referred to in paragraph 1 above.
  
4. **Terms of Reference**  
To be responsible for:-
  - (a) The allocation of grants in relation to Open Spaces taking account of any views or recommendations expressed by the Epping Forest and Commons Committee, West Ham Park Committee or Hampstead Heath, Highgate Wood and Queen's Park Committee as relevant;
  - Open Spaces**  
(b) dealing with, or making recommendations to the Court of Common Council where appropriate, all matters relating to the strategic management (e.g. policy, financial and staffing) of the City of London Corporation's open spaces where such matters are not specifically the responsibility of another Committee; and
  - (c) the appointment of the Director of Open Spaces (in consultation with the Port Health and Environmental Services Committee);
  - City Open Spaces**  
(d) the management and day-to-day administration of the gardens, churchyards and open spaces in the City under the control of the Common Council, together with Bunhill Fields Burial Ground;
  - (e) arrangements for the planting and maintenance of trees and other plants and shrubs in open spaces and in footpaths adjacent to highways in the City;
  - (f) advising on applications for planning permission relating in whole or in part to the gardens, churchyards or open spaces in the City under the control of the Common Council; and
  - (g) the functions of the Common Council under the Local Government (Miscellaneous Provisions) Act 1976 to make safe by felling, or otherwise, dangerous trees in the City generally on receipt of notices served on the City of London Corporation in the circumstances set out in Section 23 of the Act and where trees are in danger of damaging property.

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<b>Committee:</b>	<b>Date:</b>
Open Spaces and City Gardens Committee West Ham Park Committee	16 July 2020 16 July 2020
<b>Subject:</b> Open Spaces Department, City Gardens and West Ham Park Risk Management	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Decision</b>
<b>Report Author:</b> Martin Falder, Project Support Officer	

## 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 and across the City Gardens and West Ham Park division. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. It is also reviewed regularly by the Management team of City Gardens and West Ham Park.

The department reports on the following nine risks:

- OSD 001 – Health and safety (Amber)
- OSD 002 – Extreme weather and climate change (Amber)
- OSD 004 – Repair and Maintenance of Buildings and Structural Assets (Red)
- OSD 005 – Pests and diseases (Red)
- OSD 006 – Impact of development (Amber)
- OSD 007 – Maintaining the City's water bodies (Red)
- OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument (Amber)
- OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber)
- CR32 – Wanstead Park Reservoirs (Red) (Corporate risk)

There are nine risks identified for City Gardens and West Ham Park (Parks and Gardens). One is green, six are amber, and two are red. All risks remain at the same level as previously reported on 9 December 2019.

Risks related to COVID-19 are managed corporately under a separate risk register which was accepted by Audit and Risk Management on 2 June 2020. Risks relevant to this committee have been attached at Appendix 7 for information.

## Recommendation

Open Spaces and City Gardens Committee - Members are asked to note the report and:

- Approve the Departmental risk register as outlined in this report and at Appendix 2
- Approve the City Gardens elements of the City Gardens and West Ham Park risk register at Appendix 3

West Ham Park Committee - Members of the are asked to note the report and:

- Approve the West Ham Park elements of the City Gardens and West Ham Park risk register as outlined in this report and in Appendix 3

## **Main Report**

### **Background**

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 Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of 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.
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. Each Open Spaces Committee is presented with relevant risk registers twice a year which fulfils this requirement.

### **Current Departmental Position**

4. Appendix 2 shows the Departmental risks. Officers are undertaking a range of actions at a divisional level and these actions aim to reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the relevant cross divisional risks and lists the actions which are being taken to reduce (or maintain) the risk, together with a 'latest note' on progress.
5. The Epping Forest & Commons, Hampstead Heath, Highgate Woods & Queen's Park, Port Health & Environmental Services and Culture, Heritage & Libraries Committees receive their relevant divisional risk registers in separate reports.
6. Risks related to COVID-19 are managed corporately under a separate risk register which was accepted by Audit and Risk Management on 2 June 2020. Risks relevant to this committee have been attached at Appendix 7 for information.

### **No Change to Current Risk Scores**

7. All nine departmental risks remain unchanged from the previous report agreed on 9 December 2019. These risks are summarised below, along with their rating and score. Full details about the current risk status and the actions being taken divisionally to manage or reduce these risks can be found at Appendix 2.
8. OSD 001 – Health and safety (Amber, 8) represents the health and safety risks involved in the work of the Open Spaces department. This has been assessed to remain at Amber, and to be escalated if necessary. The target remains at the same level as the current risk, and we accept this level of risk.

9. OSD 002 – Extreme weather and climate change (Amber, 6). The current and target score remain at the same level, and we accept this as an ongoing risk involved in the work of the department.
10. OSD 004 – Repair and Maintenance of Buildings and Structural Assets (Red, 16). This risk score remains at red due to the current CWP budget and the mounting bow wave of works which we do not have the resources to address. The target score for this risk has risen to Red (16), as we are now focused on maintaining at the current level of risk, and do not anticipate being able to reduce this risk score within this financial year.
11. OSD 005 – Pests and diseases (Red, 16). This risk has been assessed and remains at the same level as previously reported, but we have elected to move to a six-monthly target schedule, whereby we aim to reduce the risk to Amber (12) by winter via a programme of remedial works, including OPM spraying and Massaria surveys. We then expect this to escalate again to Red by spring of next year.
12. OSD 006 – Impact of development (Amber, 12). This item remains at the level previously reported due to the careful monitoring of planning decisions by officers. The target score is the same as the current score. We accept this level of risk at present.
13. OSD 007 – Maintaining the City's water bodies (Red, 16). This remains at the same level as previously reported. If the necessary works are undertaken, we hope to reduce this to Amber by 2022. At present, it remains at Red.
14. OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber, 12). Although the rollout of ULEZ stage one was successfully managed by the Parks & Gardens division, the expansion of the boundary in October 2021 will impact several other sites in the North London and Epping Forest divisions. This therefore remains at the same level previously reported. We aim to reduce this risk to Green (4) by the expansion date on 25 October 2021.
15. OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument (Amber, 12). Regular meetings held with the CoLP Counter Terrorism Section indicate this remains at Amber. The target score remains at the same level as the current score at present.
16. CR 32 – Wanstead Park Reservoirs (Red, 24). This is a Corporate-level risk included in this report for information, as it was accepted into the Corporate Risk Register on 28 January 2020. If works proceed on schedule, we aim to reduce this risk to Amber (8) by June 2024.

#### **Current Parks and Gardens Position**

17. There are nine risks identified across City Gardens and West Ham Park. Six are amber, two are red, and one is green. The divisional risks are:
  - OSD P&G 001, Increase in Health and Safety incidents / Catastrophic Health & Safety failure (Amber, 8)
  - OSD P&G 002, Maintenance of buildings, memorials, play areas and equipment (Amber, 12)

- OSD P&G 003, Finance - Budget reductions implications (Red, 12) (Increased)
- OSD P&G 004, Tree Diseases and other pests (Amber, 12)
- OSD P&G 005, Climate and Weather (Amber, 6) (Reduced)
- OSD P&G 006, Public Behaviour (Amber, 12) (Increased)
- OSD P&G 007, Population Increase (Amber, 12)
- OSD P&G 008, Major Incident resulting in prolonged 'access denial' (Red, 12) (Increased)
- OSD P&G 009, Ultra-Low Emissions Zone (Green, 4) (Reduced)

The detail of the individual risks is shown in Appendix 3.

18. This risk register was last reported to committee on 9 April 2019. Since this date, 3 risks have increased, 2 have decreased, and 4 have remained at the same level. The details of the risks which have changed position are summarised below.
19. OSD P&G 003, Finance – Budget Reductions Implications has increased from Amber (8) to Red (16). The implications of COVID-19 have compounded existing budget pressures, as we anticipate a significantly lowered income coupled with increased spend on health & safety equipment. The target score has increased to Amber (8), as we aim to reduce this risk to Amber by the end of the financial year, once budget position is better understood.
20. OSD P&G 006, Public Behaviour has increased from Amber (6) to Amber (12). This reflects the greatly increased pressure on sites – particularly West Ham Park – since lockdown began, and the commensurate increase in antisocial behaviour. Although the City Gardens have had a significantly reduced number of visitors, this risk has been escalated due to the impact on West Ham Park. The target score remains at Amber (6), as we hope to see this risk lessen as lockdown is eased and seasonal visitors decrease later in the year, although these factors are not within the department's control.
21. OSD P&G 008, Major Incident resulting in prolonged 'access denial' has increased from Amber (8) to Red (16), reflecting that this risk has progressed into an actuality. Staff are still largely able to access sites, but workforce has been impacted by mandatory shielding and public transport issues over the past three months. As with OSD P&G 006, we hope to reduce this risk by winter, but this is largely not within our control.
22. OSD P&G 005, Climate and Weather has reduced from Amber (12) to Amber (6) due to the successful rollout of the Extreme Weather Policy in January 2020. This has been very helpful in improving our response to extreme weather events, and has been used several times already this year. The target score is now the same as the current score, and we accept this level of risk.
23. OSD P&G 009, Ultra-Low Emissions Zone has reduced from Red (24) to Green (4), as we achieved our target for the City Gardens fleet in time for the ULEZ deadline. There are some remaining issues around diesel and electric vehicle procurement. We plan to continue to report on this risk until these issues are fully resolved, at which point it will be removed from the risk register.



24. The chart in Appendix 5 shows the current Parks and Gardens risk position and the target scores.

### **Corporate & Strategic Implications**

25. The Departmental and divisional risk registers will help us achieve the Corporate Plan 2018 – 2023 aim to:

- Shape outstanding environments
- Contribute to a flourishing society

Within which they will help deliver the outcomes:

- We have clean air, land and water and a thriving and sustainable natural environment.
- Open spaces are secure, resilient and well-maintained.
- People are safe and feel safe

26. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business top line objectives and associated outcomes:

- A. Open spaces and historic sites are thriving and accessible.
- B. Spaces enrich people's lives.
- C. Business practices are responsible and sustainable.

### **Conclusion**

27. 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 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – City Gardens and West Ham Park Divisional Risk Register
- Appendix 4 – Departmental Risk Score & Target Matrix
- Appendix 5 – City Gardens and West Ham Park Risk Score & Target Matrix
- Appendix 6 – Departmental & Divisional Risk History Report
- Appendix 7 – Covid-19 Risks Relevant to the Open Spaces Department

**Martin Falder, Project Support Officer**

T: 020 7332 3514

E: [Martin.Falder@cityoflondon.gov.uk](mailto:Martin.Falder@cityoflondon.gov.uk)

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## Appendix 1:

## City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that rating.

### Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time Period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

### Impact Criteria

Impact Title	Definitions
<b>Minor (1)</b>	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
<b>Serious (2)</b>	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
<b>Major (4)</b>	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.
<b>Extreme (8)</b>	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

### Risk Scoring Grid

		Impact			
Likelihood	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

### Risk Definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

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## Appendix 2 – Open Spaces Departmental Risk Register

### Open Spaces Departmental Risk Register

Report Author: Martin Falder

Generated on: 26 June 2020



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
<b>P0032</b> <b>Manstead Park Reservoirs</b> <b>(formerly OSD 013)</b>  09-Dec-2019 Colin Buttery	<i>(Cause)</i> Gradual deterioration of the fabric of the reservoirs and / or excessive rain.  <i>(Event)</i> Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.  <i>(Impact):</i> <ul style="list-style-type: none"> <li>• Potential for loss of life or injury to staff/residents.</li> <li>• Low level flooding of the park and surrounding residential/commercial areas</li> <li>• Park closed for several weeks</li> <li>• Civil claims/financial loss claims made from residents/businesses</li> <li>• Adverse effect on the reputation of the City corporation (Local/national media interest)</li> <li>• Legal action by the Environment Agency</li> <li>• Requirement for significant immediate CoLC funds to repair damage</li> </ul>	 Likelihood Impact	24	Assessed and agreed by Open Spaces Senior Leadership Team in June 2020. The panel engineer's report has been received and is being discussed and analysed at present, with some elements being challenged. Project remains on track, pending further analysis of this report.  <b>25 Jun 2020</b>	 Likelihood Impact	8	30-Jun-2024	 Constant

## Appendix 2 – Open Spaces Departmental Risk Register

	• Damage to a listed landscape.						
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD 013 b	Create and lead a project board.	Project board established, meeting regularly. Some meetings have been postponed due to COVID-related work delays. Last meeting 24 April. Ongoing action.	Colin Buttery	25-Jun-2020	01-Mar-2021
OSD 013 c	Evaluate and analyse the report from the reservoir engineer.	Feedback from the report is due, although meetings have been postponed due to COVID-related work delays.	Paul Monaghan	25-Jun-2020	15-May-2020
OSD 013 d	Confirm to EA that measures in the interest of safety have been completed.	Report is still being analysed at present.	Paul Monaghan	25-Jun-2020	31-Oct-2020
OSD 013 f	Gateway 3 report requesting funding to consider the options.	Project plan currently on track but will be reviewed at the next project board meeting.	Paul Monaghan	25-Jun-2020	31-Oct-2020

Page 19

30-Aug-2017  
Colin Buttery

OSD 004 CC

## Appendix 2 – Open Spaces Departmental Risk Register

OSD 004 EF	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Epping Forest division.	<p>EF are investigating investment opportunities for the Warren House for long-term sustainable use. Investment in buildings from local risk is slow but proceeding. CWP investment is low this year. We are working closely with CSD for more detailed asset management planning.</p> <p>Several significant assets are in decline and we do not have resources currently planned to address these issues. We are aiming to maintain our current position based on existing budgets and do not anticipate significant improvement in the coming year.</p>	Paul Thomson	25-Jun-2020	31-Mar-2021
OSD 004 NL	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the North London division.	<p>East Heath Car Park project and the Queen's Park toilets re-fit were approved for capital funding at RASC in January. Progress on these projects has been delayed due to COVID-19. Work on the Parliament Hill Athletics Track was not approved as a capital project.</p>	Bob Warnock	25-Jun-2020	31-Mar-2021
OSD 004 P&G	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Parks & Gardens division.	<p>West Ham Park has been in contact with the Charity Commission to progress work on the Nursery site. Public engagement has been delayed due to COVID.</p> <p>Bunhill Fields wall remains fenced off. City Surveyors sub-contractors are unable to make site visits.</p> <p>Finsbury Circus secured full backing for the complex funding package at RASC in January 2020.</p>	Martin Rodman	25-Jun-2020	31-Mar-2021
OSD 004 TBM	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Tower Bridge & Monument division.	<p>Large renewal project for Tower Bridge required to bring electrical works up to date. Failure to complete these works will compromise several aspects of the bridge's operations.</p> <p>Planned maintenance regimes continue to be in place as well as 'back up electricity' supplies in the event of a power failure. For component failures the on-site team are able to respond especially where this occurs when the Bridge is in the raised position. There are also emergency response arrangements in place with our specialist contractors.</p>	Chris Earlie	25-Jun-2020	31-Mar-2021



## Appendix 2 – Open Spaces Departmental Risk Register

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
<b>OSD 005 Pests and Diseases</b>  30-Aug-2017 Colin Buttery <b>Page 21</b>	<p><b>This risk summarises the pest and disease risks across the Open Spaces Department.</b></p> <p><b>Causes:</b> Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; ‘natural’ spread of pests and diseases from neighbouring areas.</p> <p><b>Event:</b> Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM ), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Bleeding Canker of Horse Chestnut</p> <p><b>Impact:</b> Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM other invasive or indigenous species, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats.</p> <p>This risk is felt to be of departmental concern due to the potential biodiversity, financial and human health impacts associated with this risk.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	<p>Likelihood</p> <p>Impact</p>	16	Assessed and agreed by Senior Leadership Team in June 2020. This risk is considered to be on a six-monthly cycle, increasing in Spring/Summer and reducing in fall-winter, and the current and target scores reflect this, as work continues on Oak Processionary Moth and other significant pest & disease works seasonally.  <b>25 Jun 2020</b>	<p>Likelihood</p> <p>Impact</p>	12	01-Nov-2020	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 007 a	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Surveys are on schedule and works are implemented as required. COVID-19 has led to a two month moratorium on tree safety works. 60% of the Arboriculture team were required to isolate in this period due to shielding guidance.	Geoff Sinclair	17-Jun-2020	08-Apr-2021
OSD EF 007 d	Sudden Oak Death - Yearly inspection of all Rhododendron and Larch. Tender of Larch removal (now completed). To be done yearly	As per the main update.	Jeremy Dagley	17-Jun-2020	31-Mar-2021
OSD EF 007 e	Need to develop a biosecurity policy and then implement.	Biosecurity position statement was completed. A full-scale biosecurity policy is expected by 2021.	Jeremy Dagley	17-Jun-2020	01-Mar-2021
OSD EF 008 c	Develop an INNS policy - particular focus on OPM, although other pathogens and areas of concern to be	As per the main update. No further updates on this at present. Work on this policy to be progressed by next year.	Jeremy Dagley	22-Jun-2020	01-Mar-2021

## Appendix 2 – Open Spaces Departmental Risk Register

	tackled.				
OSD NLOS 004 a	This action relates to tree and plant procurement methods in the North London division.	Tree provenance is considered, the Division will source and use planting stock consistent with best practice guidance. Ongoing action.	Richard Gentry	25-Jun-2020	31-Mar-2021
OSD NLOS 004 b	This action relates to the identification and treatment against Oak Processionary Moth in the North London division.	The threat of OPM across The Hampstead Heath Division is not diminishing, we continue with the Forestry Commission led management on a targeted caterpillar spray and nest removal.	Richard Gentry	25-Jun-2020	01-Nov-2020
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
OSD TC 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing. Training needs reviewed at regular team meetings, and proactively promoted via HSI and other corporate boards.  Needs also reviews at 6 monthly divisional H&S meetings.	Allan Cameron; Martin Hartup; Hadyn Robson; Andy Thwaites	18-Jun-2020	31-Mar-2022
OSD TC 004 b	Annual tree inspections undertaken through qualified personnel	Ongoing. Inspections continue on a schedule basis or if-and-when the need arises.	Allan Cameron; Martin Hartup; Andy Thwaites	18-Jun-2020	31-Mar-2022
OSD TC 004 c	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Allan Cameron; Martin Hartup; Andy Thwaites	18-Jun-2020	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risk Register

OSD TC 004 d	Measures in place for staff, volunteers and contractors including public messages	Ongoing. Tick / lyme disease information cards produced for volunteers / contractors / visitors to Ashtead Common.	Allan Cameron; Martin Hartup; Andy Thwaites	18-Jun- 2020	31-Mar- 2022
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## Appendix 2 – Open Spaces Departmental Risk Register

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
<b>OSD 007</b> <b>Maintaining the City's water bodies</b>  30-Aug-2017 Colin Buttery  <div>Page 24</div>	<p><b>This risk summaries the property maintenance risks across the Open Spaces Department.</b></p> <p>The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood &amp; Water Management Act 2010.</p> <p>Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach.</p> <p>For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage. In particular, the Wanstead reservoirs are a significant current cause for concern.</p> <p>This risk is felt to be of departmental concern due to potential for serious consequences, the possibility of legislative change and the possibility that significant capital projects could be required.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	<div> <div>Likelihood</div> </div> <div> <div>Impact</div> </div>	<b>16</b>	Assessed and agreed by Senior Leadership Team in June 2020. This remains at red. Details of management of water bodies are held under local divisional risk registers and the sub-actions.  <b>25 Jun 2020</b>	<div> <div>Likelihood</div> </div> <div> <div>Impact</div> </div>	<b>8</b>	31-Mar-2022	<div> </div> Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 004 a	Statutory inspection visits by engineer - 6 monthly in May and October	Inspections completed on schedule as agreed with the panel engineer. Spring 2020 inspection has been delayed due to COVID-19.	Martin Newnham; Geoff Sinclair	17-Jun-2020	30-Apr-2021
OSD EF 004 b	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities.	Individual site plan for Leyton Flats includes proposals for Eagle Pond. Approved in January committee.	Geoff Sinclair	17-Jun-2020	31-Dec-2022
OSD EF 004 c	Weekly inspection of reservoirs / dam.	Ongoing action. Blue books being completed at agreed intervals.	Martin Newnham	17-Jun-2020	08-Apr-2021
OSD EF 004 e	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Baldwins Pond is at Gateway 4. Habitats Regulation Assessment is being prepared for it. Contractors will be appointed shortly. Tender documents are in progress.	Geoff Sinclair	17-Jun-2020	31-Dec-2022

## Appendix 2 – Open Spaces Departmental Risk Register

		Birch Hall Park planning application submitted. Currently being adjusted in liaison with the planning authority. Contractors are being engaged.			
OSD NLOS 007 a	This action relates to training for lifeguards and operational / maintenance staff to ensure the safety of water bodies and swimmers in the North London division.	Ongoing -Training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.	Richard Gentry	25-Jun-2020	31-Mar-2021
OSD TC 006 a	Project development work on pond embankments.	Project at The Commons remains a goal for the future. This does not fit the criteria for Corporate capital funding bids. Ongoing action to mitigate risk, to be updated as project moves forward.	Martin Hartup	22-Jun-2020	31-Dec-2022
OSD TC 006 b	Ongoing monitoring and inspection works.	All water bodies are actively monitored by relevant authorities within the City to ensure they comply with legislation.	Martin Hartup	18-Jun-2020	31-Mar-2021

## Appendix 2 – Open Spaces Departmental Risk Register

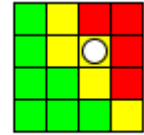
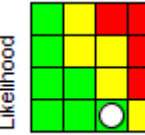

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 006</b> <b>Impact of development</b>  30-Aug-2017 Colin Buttery <b>Page 26</b>	<p><b>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department.</b></p> <p><b>Cause:</b> Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities, lack of resource to consult on Local Plans.</p> <p><b>Event:</b> Major development near an open space</p> <p><b>Impact:</b> Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.</p> <p>This risk is felt to be of departmental concern due to the high level of work required across the open space divisions to defend against the impact of development and the serious nature of the impact.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	<p>Likelihood</p> <p>Impact</p>	12	Assessed and agreed by Senior Leadership Team in June 2020. Serious work has been undertaken on development risk items by way of the careful monitoring of planning applications and other relevant items by dedicated officers. In the event of a budget reduction leading to a loss of posts dedicated to this role, this will increase to a red risk.  <b>25 Jun 2020</b>	<p>Likelihood</p> <p>Impact</p>	12	30-Apr-2021	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 010 a	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.	As per the main risk update.  In addition, the Epping Forest SAC Oversight Group has now been reconvened and has met twice in 2020. Although governance arrangements are still to be made with this group, agreement has been achieved that it should represent all competent authorities across both Essex and London, including Essex County Council and the Greater London Authority.	Jeremy Dagley	17-Jun-2020	31-Dec-2020
OSd EF 010 c	Development and ongoing work on the Forest Transport Strategy	The Planning Inspector's interim report from the EFDC Local Plan examination in Public has required that air pollution from transport is addressed or that site allocations are reviewed. As a result, Essex County Council Highways has begun examining sustainable transport options on	Jeremy Dagley	17-Jun-2020	30-Apr-2021

## Appendix 2 – Open Spaces Departmental Risk Register

		some routes. Nonetheless, a Forest Transport Strategy timetable has yet to be considered and further work will be required by CoL officers to begin this process.			
OSD NLOS 011 a	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet, Brent and Haringey in regard to planning issues which may impact the open spaces.	Ongoing, division to make representation as necessary. Stakeholders, e.g. Consultative Group and Hampstead Heath, Highgate Wood and Queen's Park Committee updated as appropriate.	Richard Gentry	25-Jun-2020	31-Mar-2021
OSD NLOS 011 b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. Response to planning issues as necessary. No change. Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary.	Richard Gentry	25-Jun-2020	31-Mar-2021
OSD NLOS 011 c	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	Ongoing. Response to planning issues as necessary. Relevant planning applications are monitored. No change. Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary	Richard Gentry	25-Jun-2020	31-Mar-2021
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
OSD TC 002 a	Inclusion in core strategy planning documents - where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when	Monitoring activity continues - ongoing action. Mitigation strategy work underway.	Hadyn Robson	18-Jun-2020	31-Mar-2021
OSD TC 002 b	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing	Ongoing action - monitoring of impact of visitors and other possible stressors continues.	Hadyn Robson	18-Jun-2020	31-Mar-2021

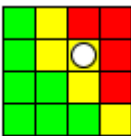
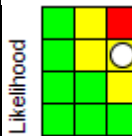

## Appendix 2 – Open Spaces Departmental Risk Register

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
<b>OSD 010 Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk</b>  29-Jan-2019 Colin Buttery	<p><i>Cause:</i> Change to legislation requires broad-reaching replacement of fleet. Insufficient budget allocated to this process combined with corporate green fleet policy and procurement approach.</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>	 <p>Likelihood</p> <p>Impact</p>	12	Assessed and agreed by Senior Leadership Team in June 2020. Risk remains at the same level as the ULEZ boundary is due to expand in October 2021, incorporating several other sites, and requiring further work on fleet assessment / procurement.  Sub-actions track the divisional responses to this process.  <b>25 Jun 2020</b>	 <p>Likelihood</p> <p>Impact</p>	4	25-Oct-2021	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD EF 009 a	This action tracks the actions the Epping Forest division are taking to address the expanded ULEZ boundary.	New action to track ULEZ-related work at the Epping Forest division, as agreed at SLT in June 2020. ULEZ does not currently apply to the Epping Forest sites, but is due to partially fall within the boundary when it expands in October 2021. Research into Electric Vehicles and other ULEZ-compliant options is being shared across the department, based on existing work within the Parks & Gardens division.	Geoff Sinclair	25-Jun-2020	01-Oct-2021
OSD NL 009 a	This action tracks the actions the North London division are taking to address the expanded ULEZ boundary.	New action to track ULEZ-related work at the North London division, as agreed at SLT in June 2020. ULEZ does not currently apply to the North London sites, but is due to fall within the boundary when it expands in October 2021. Research into Electric Vehicles and other ULEZ-compliant options is being shared across the department, based on existing work within the Parks & Gardens division.	Bob Warnock	25-Jun-2020	01-Oct-2021
OSD P&G 009 c	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



## Appendix 2 – Open Spaces Departmental Risk Register

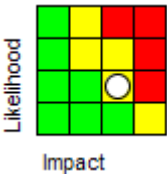
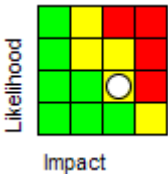

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD TBM 001</b> <b>The effect of a major event in central London on the tourism business at Tower Bridge and Monument</b> 09-Mar-2015 Chris Earlie	<b>Cause:</b> A major event which leads to a downturn in tourism in central London. <b>Event:</b> Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). <b>Impact:</b> Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Likelihood	<b>12</b>	No change to current position and security continue to operate aligned to threat and advice from Counter Terrorism Police.  <b>01 Jun 2020</b>	 Likelihood	<b>12</b>	01-Apr-2021	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD TBM 001a	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team. Ongoing action.	Chris Earlie	01-Jun-2020	01-Apr-2021
OSD TBM 001b	Maintain vigilant and effective on-site security systems at Tower Bridge.	The on site team continue to be proactive through CCTV surveillance, physical patrols and regular liaison with the statutory authorities. Recognition has been received from the City Police in respect of identifying and reporting crimes such as pick pocketing and anti-social behaviour resulting in successful prosecutions. Further plaudits and recognition received from external bodies such as Met police also. Development of the team and services is ongoing with an identified learning and development programme to ensure the safety and security of the Bridge.	Chris Earlie	01-Jun-2020	01-Apr-2021
OSD TBM 001c	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	All front of house staff have completed ACT (Action Counters Terrorism) E-Learning. The short SCAN (See Check Action Notify) workshops have also been delivered by the City Police with the longer workshops (half day) took place in 2019 and exceptional training is provided on an ongoing basis. Daily briefings also highlight any on-going/ current issues. Ongoing action	Chris Earlie	01-Jun-2020	01-Apr-2021

## Appendix 2 – Open Spaces Departmental Risk Register

OSD TBM 001d	To progress a secure entrance/ exit facility for the Bridge's south tower lift, addressing current vulnerabilities to the satisfaction of C of L and Historic England.	This has been identified as a project in the Bridge's 2019/ 20 Business Plan, with the aim of carrying out a specialist consultancy exercise and progressing through the corporate gateway process by December 2020.	Chris Earlie	01-Jun- 2020	01-Apr- 2021
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## Appendix 2 – Open Spaces Departmental Risk Register

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
<b>OSD 001 Health &amp; Safety</b>  30-Aug-2017 Colin Buttery  <b>Page 3</b>	<p>This risk summaries the H&amp;S risks across the Open Spaces Department.</p> <p><b>Causes:</b> Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes</p> <p><b>Event:</b> Staff, volunteers or contractors undertake unsafe working practices</p> <p><b>Impact:</b> Injury or death of a member of the public, volunteers, staff or a contractor</p> <p>This risk is felt to be of departmental concern due the types of activities and the nature of our sites which means constant vigilance is required.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>		8	Assessed and agreed by Senior Leadership Team in June 2020. Significant work has been done to mitigate the health and safety risks held by the department. We do not foresee the rating of this risk changing significantly. We <b>accept</b> this risk as a necessary part of our daily work.  <b>25 Jun 2020</b>		8	31-Mar-2021	  Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 001 a	Regular reviews of risk assessments and safe systems of work are undertaken.	This is an ongoing action which has continued as usual throughout the year.	Gary Burks	25-Jun-2020	31-Mar-2021
OSD CC 001 b	Investigations undertaken and learning taken from all accidents and incidents and near misses. Training and development of staff	This is an ongoing action which has continued as usual throughout the year.	Gary Burks	25-Jun-2020	31-Mar-2021
OSD EF 001 c	Staff roles linked to essential and desirable training needs. Continual and annual review	H&S training (operational) system is in place and established. Expiring training known in advance and scheduled. Training matrix link to induction and new starters is currently in progress.	Jo Hurst	17-Jun-2020	01-Mar-2021
OSD EF 001 e	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	All outlined and clarified in the agreed local H&S statement. Ongoing action.	Paul Thomson	17-Jun-2020	01-Mar-2021
OSD EF 001 f	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice	Checks underway and extended to non-catering outlets and other tenants. Appointment of Land Agency and Planning Officer on FTC has assisted these checks. Ongoing action, annual	Jo Hurst	17-Jun-2020	01-Mar-2021




## Appendix 2 – Open Spaces Departmental Risk Register

	cream vans	review to BAU.			
OSD EF 001 g	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 procedures for CS 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.	Breaking ground has been captured through the implementation of the Epping Contractor Protocol and permitting is now BAU.	Jo Hurst	17-Jun-2020	01-Mar-2021
OSD NLOS 006 a	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.	This is an ongoing item, reviewed annually. These were completed for 2019 and contributed to the OS Certificate of Assurance.	Richard Gentry	26-Jun-2020	31-Mar-2021
OSD NLOS 006 b	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Divisional H & S meetings continue, attendance is monitored. The Division has input at a Dept level. Ongoing action.	Richard Gentry	25-Jun-2020	31-Mar-2021
OSD P&G 001	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
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	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

## Appendix 2 – Open Spaces Departmental Risk Register

	decisions, issues, responsibilities and communications. Ongoing action				
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 TBM 010a	Following receipt of initial survey identify an action plan and implement asap.	Consultant has been observing routines and visiting operational areas. Safe systems of works and emergency escape plans are being drafted and will be submitted discussion. Full report submitted with action plan in place for a number of improved procedures, facilities and equipment.	Chris Earlie	02-Jun-2020	01-Jan-2021
OSD TC 001 a	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	This is an ongoing action.  Review of H & S Action Plan at monthly SMT meetings and Quarterly Divisional H & S meetings.  Attendance and reporting at quarterly departmental health and safety meetings.  This has been maintained over the past year, although pressure on staff has increased due to current situation.	Allan Cameron; Martin Hartup; Andy Thwaites	22-Jun-2020	31-Mar-2021

## Appendix 2 – Open Spaces Departmental Risk Register

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
<b>OSD 002</b> <b>Extreme weather &amp; climate change</b> 30-Aug-2017 Colin Buttery  Page 34	<b>This risk summaries the risks associated with extreme weather across the Open Spaces Department.</b> <b>Causes:</b> Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change <b>Event:</b> Not adequately preparing for extreme weather <b>Impact:</b> Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure. This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood Impact	6	Assessed and agreed by Senior Leadership Team in June 2020, remains at current risk level. Actions are managed at divisional level. <b>25 Jun 2020</b>	 Likelihood Impact	6	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 010 a	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. This is managed through: <ul style="list-style-type: none"> <li>• Tree inspections</li> <li>• Maintain staff with chainsaw qualifications</li> </ul>	Ongoing monitoring action. As previously: <ul style="list-style-type: none"> <li>• Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees.</li> <li>• It is unlikely that storm damage would close the modern crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.</li> </ul> No change, with 3,500 trees around the site, the risks associated with high winds remain.	Gary Burks	24-Jun-2020	31-Jul-2021
OSD EF 009 a	Review and update plan	Ongoing, reviewed regularly. We have adopted the CoL emergency plan format which is replicated at a local level to represent our specific needs.	Martin Newnham	19-Jun-2020	01-Mar-2021

## Appendix 2 – Open Spaces Departmental Risk Register

OSD EF 009 h	Grass & Heathland Fire	<p>Nine site-specific wildfire management and response plans and their accompanying wildfire risk assessments have been completed. Both the London Fire Brigade and the Essex Fire &amp; Rescue Service have been sent the response plans for their sign-off. Sign-off expected during summer/autumn 2020 once Fire and Rescue Service officers are allowed to complete site visits (these are currently COVID-19 restricted). Some actions arising from these wildfire plans have been completed. The remaining actions to be completed in 2020.</p> <p>A further two sites within the Forest are to be assessed and wildfire management plans prepared for them also in 2020.</p>	Martin Newnham	17-Jun-2020	01-Dec-2020
OSD NLOS 003 a	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event	<p>No change.</p> <p>Trigger Event Policy embedded in to our way of working.</p> <p>Met Office Data is reviewed weekly and responded to accordingly by Duty Manager and Duty Supervisor.</p> <p>Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process.</p>	Bob Warnock	25-Jun-2020	31-Mar-2021
OSD NLOS 003 b	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Review of EAP was completed last year. Habitual fire action plan was updated in January of this year. Call out of staff continues successfully through Southern Monitoring.	Richard Gentry	26-Jun-2020	31-Mar-2021
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
OSD TC 005 a	Review and update plan bi-annually. Fire management and monitoring policies and plans in place and link to staff training and local emergency services	<p>This action is ongoing</p> <p>Site information/resources shared with emergency services.</p> <p>Plan reviewed in June 2018 is currently being revised by staff, on schedule.</p>	Allan Cameron; Martin Hartup; Andy Thwaites	18-Jun-2020	01-Sep-2020
OSD TC 005 b	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	The sites continue to monitor and respond to warnings of extreme weather.	Allan Cameron; Martin	18-Jun-2020	01-Mar-2021

## Appendix 2 – Open Spaces Departmental Risk Register

			Hartup; Andy Thwaites		
OSd TC 005 c	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue continues. Work on carbon sequestration is being progressed.	Allan Cameron; Martin Hartup; Andy Thwaites	18-Jun- 2020	01-Mar- 2021



## Appendix 3 – West Ham Park and City Gardens Risk Register

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

Report Author: Martin Falder

Generated on: 26 June 2020



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
<b>OSD P&amp;G 003</b> <b>Finance - Budget reductions implications</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues <b>Event:</b> 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 <b>Impact:</b> 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.  <b>18 Jun 2020</b>	 Likelihood Impact	8	31-Mar-2021	 Increasing

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
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Appendix 3 – West Ham Park and City Gardens Risk Register

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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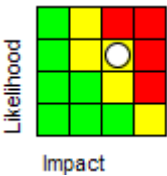
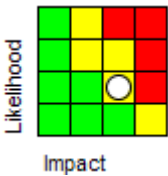

25-Nov-2015  
Stella Fox;  
Martin Rodman

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### Appendix 3 – West Ham Park and City Gardens Risk Register

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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## Appendix 3 – West Ham Park and City Gardens Risk Register

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
<b>OSD P&amp;G 004 Tree Diseases and other pests</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> 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 <b>Event:</b> Sites become infected by plant or tree diseases <b>Impact:</b> 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.		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.  <b>18 Jun 2020</b>		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



Appendix 3 – West Ham Park and City Gardens Risk Register

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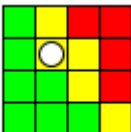
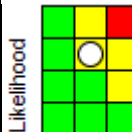

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### Appendix 3 – West Ham Park and City Gardens Risk Register

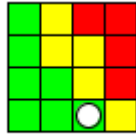
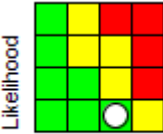

OSD P&G 001 b	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	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

## Appendix 3 – West Ham Park and City Gardens Risk Register

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
<b>OSD P&amp;G 005 Climate and Weather</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced <b>Event:</b> Severe weather/climate impacts at one or more sites <b>Impact:</b> 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	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.  <b>18 Jun 2020</b>	 Likelihood	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

## Appendix 3 – West Ham Park and City Gardens Risk Register

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
<b>OSD P&amp;G 009</b> <b>Ultra-Low Emissions Zone</b>  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  Impact	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.  <b>18 Jun 2020</b>	 Likelihood  Impact	4	31-Mar-2021	  Decreasing

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Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 009	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

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Appendix 4 –Departmental Risk Scores & Targets  
**Departmental Risks and Target Scores**

<b>Likelihood</b>	<i>Likely (4)</i>			<b>OSD 005</b>	
	<i>Possible (3)</i>		<i>OSD 002</i>	<i>OSD 005 OSD 006 OSD 010 TBM 001</i>	<b>CR 32</b>
	<i>Unlikely (2)</i>			<i>OSD 001</i>	<i>OSD 004 OSD 007</i>
	<i>Rare (1)</i>			<i>OSD 010</i>	<i>OSD 007 CR 32</i>
<b>OSD Risks July 2020</b>		<i>Minor (1)</i>	<i>Serious (2)</i>	<i>Major (4)</i>	<i>Extreme (8)</i>
		<b>Impact</b>			

**Bold** - Current Score  
*Italics* - Target Score  
**Bold Italics** - Current & Target Score Aligned

**Risk Reference:**

- OSD 001 – Health and safety
- OSD 002 – Extreme weather and climate change
- OSD 004 – Repair and Maintenance of Buildings and Structural Assets
- OSD 005 – Pests and diseases
- OSD 006 – Impact of development
- OSD 007 – Maintaining the City's water bodies
- OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument
- OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk
- CR32 – Wanstead Park Reservoirs

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Appendix 5 – Parks & Gardens Risk Scores & Targets  
**Parks & Gardens Risks and Target Scores**

<b>Likelihood</b>	<i>Likely (4)</i>		<i>P&amp;G 003</i>	<b>P&amp;G 003 P&amp;G 008</b>	
	<i>Possible (3)</i>		<b>P&amp;G 005 P&amp;G 006 P&amp;G 007</b>	<b>P&amp;G 002 P&amp;G 004 P&amp;G 006 P&amp;G 007</b>	
	<i>Unlikely (2)</i>			<b>P&amp;G 001 P&amp;G 004 P&amp;G 008</b>	
	<i>Rare (1)</i>			<b>P&amp;G 009</b>	
<b>OSD P&amp;G Risks July 2020</b>		<i>Minor (1)</i>	<i>Serious (2)</i>	<i>Major (4)</i>	<i>Extreme (8)</i>
		<b>Impact</b>			

**Bold** - Current Score  
*Italics* - Target Score  
**Bold Italics** - Current & Target Score Aligned

**Risk Reference:**

- OSD P&G 001, Increase in Health and Safety incidents / Catastrophic Health & Safety failure
- OSD P&G 002, Maintenance of buildings, memorials, play areas and equipment
- OSD P&G 003, Finance - Budget reductions implications
- OSD P&G 004, Tree Diseases and other pests
- OSD P&G 005, Climate and Weather
- OSD P&G 006, Public Behaviour
- OSD P&G 007, Population Increase
- OSD P&G 008, Major Incident resulting in prolonged 'access denial'
- OSD P&G 009, Ultra-Low Emissions Zone

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## Appendix 6 – Risk History Report

### OSD Risk History Report

Generated on: 26 June 2020



Rows are sorted by Risk Score

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
Page 32 55	Wanstead Park Reservoirs (formerly OSD 013)	09-Dec-2019	Corporate	Health and Safety		24		8	25-Jun-2020	24		Possible	Extreme	
									13-May-2020	24		Possible	Extreme	
									20-Dec-2019	24		Possible	Extreme	
									09-Dec-2019	24		Possible	Extreme	
OSD 004	Repair and Maintenance of Buildings and Structural Assets	30-Aug-2017	Departmental	Health and Safety		16		16	25-Jun-2020	16		Unlikely	Extreme	
									13-May-2020	16		Unlikely	Extreme	
									11-Oct-2019	16		Unlikely	Extreme	
									19-Mar-2019	12		Possible	Major	

## Appendix 6 – Risk History Report




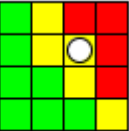






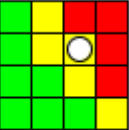






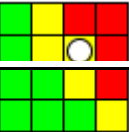


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Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path																									
									29-Jan-2019	12		Possible	Major																										
OSD 005	Pests and Diseases	30-Aug-2017	Departmental	Health and Safety	<div><div>Likelihood</div><div><table><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr></table></div><div>Impact</div></div>																										16		12	25-Jun-2020	16		Likely	Major	
13-May-2020	16		Likely	Major																																			
11-Oct-2019	16		Likely	Major																																			
24-May-2019	16		Likely	Major																																			
15-Apr-2019	16		Likely	Major																																			
OSD 007	Maintaining the City's water bodies	30-Aug-2017	Departmental	Health and Safety	<div><div>Likelihood</div><div><table><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr></table></div><div>Impact</div></div>																										16		8	25-Jun-2020	16		Unlikely	Extreme	
13-May-2020	16		Unlikely	Extreme																																			
11-Oct-2019	16		Unlikely	Extreme																																			
24-May-2019	16		Unlikely	Extreme																																			
19-Mar-2019	16		Unlikely	Extreme																																			
OSD P&G 003	Finance – Budget reductions implications	25-Nov-2015	Service	Managerial/ Professional	<div><div>Likelihood</div><div><table><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr><tr><td></td><td></td><td></td><td></td><td></td></tr></table></div><div>Impact</div></div>																										16		8	18-Jun-2020	16		Likely	Major	
09-Mar-2020	8		Likely	Serious																																			
24-Dec-2019	8		Likely	Serious																																			












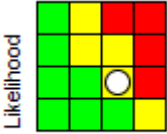






## Appendix 6 – Risk History Report

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
									25-Oct-2019	8		Likely	Serious	
									13-Aug-2019	8		Likely	Serious	
OSD P&G 008	Major Incident resulting in prolonged 'Access Denial'	09-Jun-2016	Service	Reputation		16		8	18-Jun-2020	16		Likely	Major	
									09-Mar-2020	16		Likely	Major	
									09-Mar-2020	16		Likely	Major	
									24-Dec-2019	8		Rare	Extreme	
									25-Oct-2019	8		Rare	Extreme	
OSD 006	Impact of development	30-Aug-2017	Departmental	Physical		12		12	25-Jun-2020	12		Possible	Major	
									11-Oct-2019	12		Possible	Major	
									19-Mar-2019	12		Possible	Major	
									29-Jan-2019	12		Possible	Major	
									05-Dec-2018	16		Likely	Major	
OSD 010	Ultra Low Emission Zone (ULEZ) Fleet	29-Jan-2019	Departmental	Economic		12		4	25-Jun-2020	12		Possible	Major	
									11-Oct-2019	12		Possible	Major	

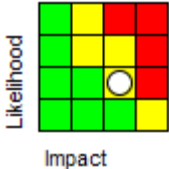







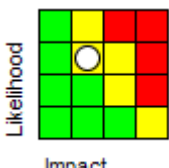







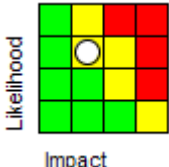






## Appendix 6 – Risk History Report

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
	Purchase Risk								19-Mar-2019	12		Possible	Major	
									29-Jan-2019	12		Possible	Major	
									29-Jan-2019	12		Possible	Major	
OSD P&G 002	Maintenance of buildings, memorials, play areas and equipment	25-Nov-2015	Service	Physical		12		12	18-Jun-2020	12		Possible	Major	
									09-Mar-2020	12		Possible	Major	
									24-Dec-2019	12		Possible	Major	
									25-Oct-2019	12		Possible	Major	
									13-Aug-2019	12		Possible	Major	
OSD P&G 004	Tree Diseases and other pests	25-Nov-2015	Service	Environmental		12		8	18-Jun-2020	12		Possible	Major	
									09-Mar-2020	12		Possible	Major	
									24-Dec-2019	12		Possible	Major	
									25-Oct-2019	12		Possible	Major	
									13-Aug-2019	12		Possible	Major	
OSD P&G	Public	25-Nov-2015	Service	Customer/C		12		6	18-Jun-2020	12		Possible	Major	

## Appendix 6 – Risk History Report


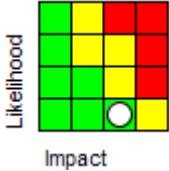







Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
006	Behaviour			itizen					09-Mar-2020	6		Possible	Serious	
									24-Dec-2019	6		Possible	Serious	
									25-Oct-2019	6		Possible	Serious	
									13-Aug-2019	6		Possible	Serious	
OSD P&G 007	Population Increase (residential and worker)	25-Nov-2015	Service	Legislative		12		6	18-Jun-2020	12		Possible	Major	
									09-Mar-2020	12		Possible	Major	
									24-Dec-2019	12		Possible	Major	
									24-Dec-2019	12		Possible	Major	
									25-Oct-2019	12		Possible	Major	
OSD 001	Health & Safety	30-Aug-2017	Departmental	Health and Safety		8		8	25-Jun-2020	8		Unlikely	Major	
									11-Oct-2019	8		Unlikely	Major	
									19-Mar-2019	8		Unlikely	Major	
									29-Jan-2019	8		Unlikely	Major	
									22-May-2018	6		Possible	Serious	

## Appendix 6 – Risk History Report

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
OSD P&G 001	Increase in Health and Safety incidents/Catastrophic Health & Safety failure	25-Nov-2015	Service	Health and Safety		8		8	18-Jun-2020	8		Unlikely	Major	
									09-Mar-2020	8		Unlikely	Major	
									24-Dec-2019	8		Unlikely	Major	
									25-Oct-2019	8		Unlikely	Major	
									13-Aug-2019	8		Unlikely	Major	
OSD 002 Page 60	Extreme weather & climate change	30-Aug-2017	Departmental	Health and Safety		6		6	25-Jun-2020	6		Possible	Serious	
									11-Oct-2019	6		Possible	Serious	
									19-Mar-2019	6		Possible	Serious	
									29-Jan-2019	6		Possible	Serious	
									29-Jan-2019	6		Possible	Serious	
OSD P&G 005	Climate and Weather	25-Nov-2015	Service	Environmental		6		6	18-Jun-2020	6		Possible	Serious	
									09-Mar-2020	12		Possible	Major	
									24-Dec-2019	12		Possible	Major	
									25-Oct-2019	12		Possible	Major	



Appendix 6 – Risk History Report

Code	Title	Creation Date	Risk Level Description	Risk Category Description	Current Risk Matrix	Current Risk Score	Target risk score rating	Target Risk Score	Recent Reviews	Risk Score	Historical Status	Likelihood	Impact	Flight path
									13-Aug-2019	12		Possible	Major	
OSD P&G 009	Ultra-Low Emissions Zone	15-Mar-2019	Service	Economic		4		4	18-Jun-2020	4		Rare	Major	
									09-Mar-2020	1		Rare	Minor	
									24-Dec-2019	24		Possible	Extreme	
									28-Jun-2019	24		Possible	Extreme	
									15-Mar-2019	24		Possible	Extreme	

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## OSD COVID-19 - Risks Relevant to Open Spaces & City Gardens Committee

Report Author: Martin Falder

Generated on: 26 June 2020



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
<p><b>Pandemic</b></p> <p><b>COVID19 SGPS Failure of Cemetery &amp; Crematorium Services (OSD)</b></p> <p>07-Apr-2020</p>	<p>Cause: Pandemic significantly increases mortality rate combined with a high impact on staff required to deliver essential services at the Cemetery &amp; Crematorium. Staff from other areas are not able to be reassigned to compensate for this shortfall. Key staff with specialist knowledge are unavailable during a surge in demand. Failure of aging cremators.</p> <p>Event: Cemetery &amp; Crematorium forced to close or severely reduce service.</p> <p>Impact: Failure of critical statutory service; reputational damage; financial damage; legal repercussions; failure to meet the excess death plan; significant impact on other nearby sites, resulting in potential chain of failure points, as C&amp;C is the largest site of its kind in the area.</p>	<p><b>Likelihood</b></p> <p><b>Impact</b></p>	24	<p>Target date has been pushed to September due to continuing pressure on the Cemetery, possibility of an increase in cases, and need for new cremator installation. Reviewed and agreed by Bronze group on 9/6/20.</p> <p>At present, key statutory responsibilities are being delivered, and plans to tackle heightened pressure on key services have been implemented.</p> <p>The most significant risk is the failure of the cremators due to the increased pressure on the crematorium over a 2-3month period. The increased pressure would also significantly impact the gravedigging team. This remains the most significant red risk of the Open Spaces Department.</p> <p><b>09 Jun 2020</b></p>	<p><b>Likelihood</b></p> <p><b>Impact</b></p>	16	01-Sep-2020	<p>Constant</p>

## Appendix 7 – COVID-19 Risks Relevant to OSCG

Colin Buttery							
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 18 001	Actions undertaken by the Cemetery & Crematorium to preserve statutory responsibilities.	<ul style="list-style-type: none"> <li>• Excess death plan in place.</li> <li>• Staff are under pressure at present, due to self-isolation/quarantined staff members affecting rotas.</li> <li>• Legislation allows for closure of some non-statutory functions if necessary; not currently required.</li> <li>• Cremators are ageing and are planned for replacement this summer – increased usage may result in increased chance of breakdown and need for repair. Critical staff and suppliers will be needed to address this.</li> <li>• Specialist roles / expertise of a limited number of staff particularly in the operation of the crematoria to be monitored/staff shadowed as impact on service provision could be significant if a high percentage of those staff are unavailable to work at the same time.</li> <li>• Non-essential inquiries (e.g. grave record searches from members of the public) are being declined at present to preserve capacity for essential work</li> </ul>	Gary Burks	09-Jun-2020	01-Sep-2020

## Page 65

Page 65Page 65

Page 66

29-Apr-2020  
Colin Buttery

CVD19 SGPS	Actions undertaken at the cemetery & crematorium to	• Key H&S work continues.	Gary Burks	09-Jun-	04-Jul-2020
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## Appendix 7 – COVID-19 Risks Relevant to OSCG

30 001	maintain key H&S works.	<ul style="list-style-type: none"> <li>Staff are under pressure at present, due to self-isolation/quarantined staff members affecting rotas. Possible need for redeployment from other areas in due course.</li> </ul>		2020	
CVD19 SGPS 30 002	Actions undertaken at the Commons to maintain key H&S works.	<p>Public H&amp;S work continues.</p> <ul style="list-style-type: none"> <li>Social distancing messages erected and reviewed/renewed. Latest renewal 15 May</li> <li>Car parks closed to reduce risk of incident Reopened WWCC Friday 15th May. Early evening closures where required. Reopened at BB Monday 18th May</li> <li>At BB, cafe is open for takeaway, toilets closed to reduce risk of incident</li> <li>Equipment inspections have continued as required so far – changes and relaxations of legal obligations are being monitored. CSD/Skanska have postponed some electric/boiler inspections.</li> <li>Fleet and equipment checks continue ‘in-house’</li> <li>OPM work (nest removal) discussion ongoing with term contractor.</li> <li>Risk assessments and SSOWs revised and circulated in light of COVID-19 risks – particularly re provision and use of PPE. Procurement of necessary PPE and cleaning material needs identified. Cleaning contract standards and frequency remain a concern and is being monitored.</li> </ul>	Andy Barnard	09-Jun-2020	04-Jul-2020
CVD19 SGPS 30 003	Actions undertaken at Epping Forest to maintain key H&S works.	<ul style="list-style-type: none"> <li>Public H&amp;S work continues.</li> </ul> <p>Golf reopened following changes to Government guidelines – with strict limits to promote Social Distancing. Other sports facilities are monitored by staff undertaking basic maintenance to deter informal play. Goal posts removed, line marking ceased and flags removed.</p> <p>One-way systems being implemented at honey pot areas to reduce risk of overcrowding/incident.</p> <p>Larger double-gated car parks have reopened as well as manageable overspill parking. Highways partner organisations (NEPP) have introduced red-line scheme in High Beach which is leading to a high level of customer contacts.</p> <p>Mothballed buildings being monitored for legionella risk with flushing regimes being reassessed.</p> <p>OPM work continues with survey for nests planned in mid to late June with a revised methodology to reduce costs but cover same areas of risk</p> <p>Equipment inspections have continued as required so far – changes and relaxations of legal obligations are being monitored. CSD/Skanska have postponed some electric/boiler inspections.</p> <p>6monthly vehicle service and inspections are continuing in-house. Where parts are becoming more difficult to procure (close of manufacture), items are being quarantined</p>	Paul Thomson	09-Jun-2020	04-Jul-2020

## Appendix 7 – COVID-19 Risks Relevant to OSCG

		Risk assessments revised in light of COVID-19 risks – particularly wrt to provision and use of PPE. Procurement of necessary PPE and cleaning products remains a concern and is being monitored daily.			
CVD19 SGPS 30 004	Actions undertaken at North London to maintain key H&S works.	<ul style="list-style-type: none"> <li>• Public H&amp;S work continues</li> <li>• Staff are working an emergency roster, this is under review</li> <li>• Ponds are staffed during core hours to reduce illegal entry. Swimming ponds remain closed as does the Lido facility</li> <li>• Running Track open</li> <li>• Car Parks have now re-opened to the general public, NHS are utilising East Heath Car Park, this is under review. NHS will be offered the fairground site, EH Car Park will then be available for public use</li> <li>• Staff deliver the four 'Es' and are working in partnership with other Local Authority officers and the MPS delivering COVID 19 advice, e.g. Stay Alert, control the virus, save lives</li> <li>• Staff continue to carry out weekly H &amp; S checks and these are recorded, e/g water flushing, fire safety checks</li> <li>• PPM visits continue</li> <li>• Tree safety works continue including treatment of OPM across the open space. Bad weather has impacted on this work recently</li> <li>• Reservoir checks continue</li> <li>• Risk Assessments and Safe Systems of Work have been reviewed and shared with staff across the Division. Recent updates include Tennis RA following advice from the LTA</li> <li>• All tennis courts have re-opened, booking is online via ClubSpark</li> <li>• Bowls &amp; croquet lawn reopened</li> <li>• Staff have access to PPE including masks, gloves and cleaning materials</li> <li>• Signage and social media is being used effectively to promote COVID 19 guidance and regulations.</li> </ul>	Bob Warnock	09-Jun-2020	04-Jul-2020
CVD19 SGPS 30 005	Actions undertaken in the Parks & Gardens division to maintain key H&S works.	<ul style="list-style-type: none"> <li>• Public H&amp;S work continues.</li> <li>• Visual tree assessments and remedial works continue under contracted services that are able to do so under social distancing measures.</li> <li>• Treatment of Oak Processionary Moth nests has been completed.</li> <li>• Numerous measures put in place to protect staff through social distancing both whilst travelling to and from work, as well as in the workplace (see local protocols).</li> <li>• Play and gym equipment currently remain secured against public use, however now investigating measures to enable re-opening.</li> </ul> <p>In line with latest Government advice, Risk Assessment has been prepared for the re-opening of the toilets. Currently awaiting sign-off.</p>	Martin Rodman	26-Jun-2020	04-Jul-2020



## Appendix 7 – COVID-19 Risks Relevant to OSCG

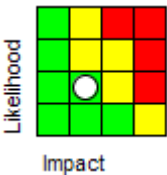
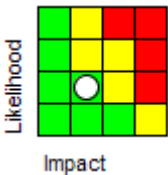

		<ul style="list-style-type: none"> <li>• Fleet and equipment checks continue in-house.</li> <li>• Areas of West Ham Park restricted for certain activities: running and walking routes set out away from the enclosed ornamental gardens; one-way entry/exit system in place.</li> <li>• Tennis Courts reopened with social distancing measures in place (queue markings, signage and cleansing stations).</li> <li>• Cricket nets re-opened with similar restrictions.</li> <li>• Ice cream concession has re-opened.</li> <li>• Risk Assessments completed and signed off for each building occupied by staff in line with central government guidelines (messrooms, tool stores, etc), mitigation measures put in place, and blue posters displayed.</li> </ul> <p>Adequate supplies of PPE currently in stock.</p>			
CVD19 SGPS 30-006 Page 69	Actions undertaken at Tower Bridge and The Monument to maintain key H&S works.	Statutory and essential works continue: <ul style="list-style-type: none"> <li>• PPM's undertaken by in-house staff and external contractors,</li> <li>• Generic Covid Risk Assessment undertaken and all security and operational risk assessments currently being reviewed,</li> <li>• Tower Bridge Management Group meet regularly to review position and are planning for re-opening of attraction when advised to do so</li> </ul>	Chris Earlie	09-Jun-2020	04-Jul-2020

## Appendix 7 – COVID-19 Risks Relevant to OSCG

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
<b>CVD19 SGPS 29 Bridge Lifts at Tower Bridge (OSD)</b>  <div>Page 70</div> <div>29-Apr-2020</div> <div>Colin Buttery</div>	<p>Cause: Pandemic significantly impacts staff required to deliver statutory services at Tower Bridge. Staff from other areas are not able to be reassigned to compensate for this shortfall. Key staff with specialist knowledge, expertise &amp; qualifications are unavailable.</p> <p>Event: Failure to meet statutory requirement to lift Tower Bridge.</p> <p>Impact: Legal repercussions; reputational damage; possible health &amp; safety impact; chain of financial impact on third party who required bridge lift.</p>	<p>Likelihood</p> <p>Impact</p>	6	<p>Scheduled bridge lifts have largely been cancelled by operators. Technical team are working on site to ensure these can still be delivered if required, and maintenance is still being performed. Risk remains a concern, but under control at present.</p> <p>Target date has been pushed to September, as the current risk is that we are not at full capacity of bridge drivers. Trainee expected to have completed course by September, at which point full contingent will be employed and risk level can be reduced.</p> <p><b>09 Jun 2020</b></p>	<p>Likelihood</p> <p>Impact</p>	4	01-Sep-2020	<p>Constant</p>

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 29 001	Actions undertaken at Tower Bridge and The Monument to ensure delivery of statutory responsibilities	<ul style="list-style-type: none"> <li>• Technical team have returned to site and are carrying out maintenance bridge lifts and can facilitate any booked bridge lifts.</li> <li>• Security presence still provided</li> <li>• Key maintenance duties being undertaken.</li> <li>• Staff resources are being managed locally. Some staff are self-isolating or quarantined</li> <li>• Trainee bridge driver expected to have completed training by September; target date amended.</li> </ul>	Chris Earlie	09-Jun-2020	01-Sep-2020

## Appendix 7 – COVID-19 Risks Relevant to OSCG

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
<b>CVD19 SGPS 31 Care and Husbandry of Animals Across the Estate (OSD)</b> 29-Apr-2020 Colin Buttery	Cause: Open Spaces has a variety of livestock and other animals in captivity which require care from specialist staff. Event: COVID-19 related issues lead to loss of specialist staff, preventing us from being able to care for these animals correctly. Impact: Loss of livestock; reputational impact; failure of critical service.		4	Item moved to green as this is now being managed and is not currently considered a major risk by our divisions. Target date set to October, and if it remains at green, we anticipate closing down this risk. <b>09 Jun 2020</b>		4	01-Oct-2020	  Decreasing

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CVD19 SGPS 31 001	Actions undertaken at the Commons to ensure delivery of essential duties.	<ul style="list-style-type: none"> <li>• Livestock work continues.</li> <li>• Animal welfare is being maintained daily</li> <li>• Livestock grazing on sites as far as safely and reasonably practicable</li> <li>• Access to local vets is available</li> <li>• Food, bedding etc is available through existing suppliers.</li> </ul>	Andy Barnard	09-Jun-2020	01-Oct-2020
CVD19 SGPS 31 002	Actions undertaken at Epping Forest to ensure delivery of essential duties.	<ul style="list-style-type: none"> <li>• Livestock work continues. Duty rota continues to ensure 7-day cover remains unchanged.</li> </ul>	Andy Barnard	09-Jun-2020	01-Oct-2020
CVD19 SGPS 31 003	Actions undertaken at North London to ensure delivery of essential duties.	<ul style="list-style-type: none"> <li>• Livestock work continues.</li> <li>• Staff are working an emergency roster</li> <li>• Animal welfare is being maintained daily</li> <li>• Contact with IZVG is maintained and visits / inspections carried out observing social distancing</li> <li>• Access to local vets is available</li> <li>• Food, bedding etc is available through existing suppliers.</li> <li>• Children's Farm -Queen's Park remains closed to public access</li> </ul>	Bob Warnock	09-Jun-2020	01-Oct-2020

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<b>Committees:</b> Corporate Projects Board <i>[for information]</i> Projects Sub <i>[for decision]</i> Open Spaces & City Gardens <i>[for decision]</i>		<b>Dates:</b> 04 February 2020 24 February 2020 16 July 2020
<b>Subject:</b> St Botolph Bishopsgate Churchyard Improvements <b>Unique Project Identifier:</b> 9723	<b>Gateway 6:</b> <b>Summarised Outcome Report</b> Light	
<b>Report of:</b> Director of Open Spaces <b>Report Author:</b> Patrick Hegarty		<b>For Decision</b>

## Summary

<b>1. Status Update</b>	<p><b>Project Description:</b></p> <p>Improvements to the hard and soft landscaping of the Churchyard of St Botolph without Bishopsgate to reduce occurrences of anti-social behaviour and to generally improve the amenity and infrastructure of the garden.</p> <p><b>RAG Status:</b> Green</p> <p><b>Risk Status:</b> Low</p> <p><b>Final Outturn Cost: £83,139</b></p> <p><b>Slippage:</b> The project was carried out intermittently over a 3-year period. There was a delay of 4 years between the proposed completion in the Evaluation Report and the actual completion.</p> <p><b>Works completed are:</b></p> <p><u>Reducing antisocial behaviour</u> – Additional fencing was introduced to close off an area used for antisocial behaviour. In addition, trees were pruned, old overgrown shrubberies were replaced with narrower planted beds and bollard lighting was introduced.</p> <p><u>Improved amenity</u> – The planting and lawns were improved and made more attractive and additional seating and an information board were introduced to encourage greater usage of the area. Improved maintenance has been facilitated by the introduction of four new waterpoints.</p>
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<b>2. Next steps and Requested decisions</b>	<b>Requested Decisions:</b>  That the project is closed.
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3. Budget

Funding for this project was allocated from a Section 106 agreement related to the development of Dashwood House, 69 Old Broad Street.

\*This project was approved by Members on the basis of an Evaluation Report in December 2010, before the current Project Procedure was introduced, hence there is no reference to a Gateway 2 or Gateway 5 report.

	*Member approval (Evaluation Report)	Final Outturn Cost (G6)
Staff Costs	20,000	20,000
Works	62,600	63,139
Contingency	9,100	
<b>Total</b>	<b>91,700</b>	<b>83,139</b>

The Final Account for this project has not been verified.

4. Programme

Activity	Evaluation Report (December 2010)	Final (G6) Programme
Start on site	Not stated	February 2012
Works Complete	March 2011	March 2015

There were a number of delays in getting this project started on site including Faculty and Planning Application requirements. Works were then paused for the period of the 2012 Olympics and there were further delays because of archaeology and drainage issues, a clash with another project, to improve access to the Church buildings, and site working restrictions regarding the

	operation of the Church. Most of the works were largely completed at the end of 2014 but there was some additional making good in the lawn area in early 2015.
<b>5. Key Conclusions</b>	<ol style="list-style-type: none"> <li>1. The project delivered an enhanced garden space which has been very popular, particularly given the closure of the nearby Finsbury Circus Garden to facilitate Crossrail.</li> <li>2. Rough sleeping in the area is still an issue. The Manager responsible for this project subsequently left the City Corporation so there was not the opportunity to fully evaluate if there was a reduction in rough sleeping as a result of the project. However, some of the problems arising from the presence of rough sleepers have been mitigated by restricting access to concealed areas of the Churchyard.</li> <li>3. There are lessons which have been learnt here about programming and working on active Church sites. Having a number of stakeholders trying to deliver projects, along with the Church's routine activities, delayed the delivery of our project while we tried to work around each other on site. Having more accurate estimates of the timescales of our activities and early identification of clashes and constraints through greater consultation with stakeholders, will help deliver more structured project programmes, and so help reduce the time for delivery of projects in the future.</li> <li>4. Similarly, there were lessons learnt about having early consultation and careful site assessment for the delivery of projects in heritage settings. Experience gained on this site has seen greater appreciation of the tasks and milestones to be identified early in the project programme. These lessons have been shared within the Churchyard Enhancement Programme and we now have closer working relations with the Church Faculty office.</li> </ol>

### **Contact**

<b>Report Author</b>	Patrick Hegarty, Technical Manager
<b>Email Address</b>	patrick.hegarty@cityoflondon.gov.uk
<b>Telephone Number</b>	020 7332 3516

## Appendix 1

Churchyard of St Botolph without Bishopsgate following improvement works.





By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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