

<b>Committee:</b>	<b>Date:</b>
Open Spaces and City Gardens Committee West Ham Park Committee	8 April 2019 8 April 2019
<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>
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### Summary

This report provides the Open Spaces and City Gardens Committee and the West Ham Park Committee with an update on the management of risks faced by the Open Spaces Department 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 has previously reported on nine departmental risks. A recent review of the risk register identified two additional risks that should be included at a Departmental level:

- OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber)
- OSD 011 – Budget Reduction Summary Risk (Amber)

The existing Departmental risks are:

- OSD 001 – Health and safety (Amber)
- OSD 002 – Extreme weather and climate change summary risk (Amber)
- OSD 004 – Poor repair and maintenance of buildings (Amber)
- OSD 005 – Pests and diseases (Amber)
- OSD 006 – Impact of development (Amber)
- OSD 007 – Maintaining the City's water bodies (Red)
- OSD TBM 001 – The effect of terrorism on the tourism business at Tower Bridge and Monument (Amber)
- OSD 009 – Reputational Risk Associated with efficiency improvements arising out of the Open Spaces Act (Amber)

OSD 008 – IT System Failure (Green) is proposed for removal as a departmental risk, although it remains a divisional risk for the Cemetery & Crematorium and Tower Bridge.

There are nine risks identified for City Gardens and West Ham Park (Parks and Gardens).

## **Recommendation**

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

- Note the risk scoring grid at Appendix 1
- Note the overall risk summaries at Appendix 2
- Approve the Departmental risk register as outlined in this report and at Appendix 3
- Approve the City Gardens elements of the City Gardens and West Ham Park risk register at Appendix 4
- Approve the removal of OSD 008 – IT System Failure from the Departmental risk register (see paragraph 20).
- Note the risk history report at Appendix 5

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

- Note the risk scoring grid at Appendix 1
- Note the Departmental risk register outlined in this report and at Appendix 3
- Approve the West Ham Park elements of the City Gardens and West Ham Park risk register as outlined in this report and in Appendix 4

## **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 3 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 will receive their relevant divisional risk registers in separate reports.

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

6. Six departmental risks remain unchanged from previous reports. These are explained in detail below, along with their rating and score.
7. OSD 002 – Extreme weather and climate change summary risk (Amber, 6). Climate change added to risk title to acknowledge the importance of work on this issue. Risk otherwise remains at the same level, as this is the target level.
8. OSD 004 – Poor repair and maintenance of buildings (Amber, 12). Retention of expertise on specialist buildings is vital for alleviating this risk, tying it to budgetary concerns elsewhere. Specialist subcontractors are required for many of our buildings, and access to them remains a departmental concern.
9. OSD 005 – Pests and diseases (Amber, 12). Members of the public are increasingly aware of certain pests and diseases. In the long term, awareness of public health risks such as OPM may be helpful as people are able to actively avoid them, but for now we expect increased coverage and a follow-on public relations risk.
10. OSD 007 – Maintaining the City's water bodies (Red, 16). If the necessary works are undertaken, we hope to reduce this to Amber by 2022. At present, it remains at Red.
11. OSD TBM 001 – The effect of terrorism 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.
12. OSD 009 – Reputational Risk Associated with efficiency improvements arising out of the Open Spaces Act (Amber, 6). This remains at the current level but we intend to amend this risk in the future and transfer the sub-risks to OSD 011 – Budget Reduction Summary Risk.

### **Changes to Current Risk Scores**

13. Two current risks were changed in this report.
14. OSD 001 – Health and safety (Amber, 8) Risk has been reassessed, but remains at Amber. We have increased the Impact but reduced the Likelihood, resulting in a net increase to the overall score (from 6 to 8). Significant H&S work has been undertaken to mitigate this risk, but we believe that the Impact rating needs to be increased to recognise the unavoidable risk involved in some aspects of our work. The current score is in line with the target score, to indicate that, while work continues and this risk will always be monitored & reported on, we accept a level of risk across our sites.
15. OSD 006 – Impact of development (Amber, 12). This item has reduced from Red to Amber (from 16 to 12) due to the careful work of members of staff on monitoring local developments. However, budget reductions resulting in reduced capacity to tackle this risk may cause it to return to Red.

### **New Risks**

16. Two risks have been added to this report.

17. OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Amber, 12). This is expected to have a follow-on budget impact on the Department overall, compounding expected budget impacts, and has therefore been added to the risk register and assessed as an Amber risk.
18. OSD 011 – Budget Reduction Summary Risk (Amber, 8). Anticipated budget reductions may result in staff restructures, the reduction or cessation of services, and a commensurate public response, as non-impactful budget reduction is no longer feasible. Loss of budget will impact the quality and diversity of service provision. At present, this is assessed at Amber as the required level of budget reduction is unknown, but if reductions come in at a higher than expected level, we anticipate that this risk will escalate to Red.
19. The target scores reported to Members in July 2018 were two Red and seven Amber. The current overall position is one Red and nine Amber. The chart in Appendix 2 shows our overall risk position.

### **Proposal**

20. It is proposed that the following risk:
- OSD 008 – IT System Failure
- is removed from the Departmental risk register and relevant future Committee reports. The current risk score across the Department is Green and the target risk score is Green. It is proposed to retain this as a divisional risk at the Cemetery and Crematorium and at Tower Bridge where failure of IT can have a significant impact on business. The risk will continue to be monitored and assessed. If there are any changes which result in an amber or red assessment, or if IT becomes an issue across other divisions, reporting will be reinstated.

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

21. There are nine risks identified across City Gardens and West Ham Park. Eight are amber and one is red. Five of the Parks and Gardens risks cross reference to the departmental risks. The divisional risks are:
- OSD P&G 001, Increase in Health and Safety incidents / Catastrophic Health & Safety failure (Amber, 8 – realigned with departmental risk assessment)
  - OSD P&G 002, Maintenance of buildings, memorials, play areas and equipment (Amber, 12)
  - OSD P&G 003, Finance - Budget reductions implications (Amber, 8)
  - OSD P&G 004, Tree Diseases and other pests (Amber, 12)
  - OSD P&G 005, Climate and Weather (Amber, 12)
  - OSD P&G 006, Public Behaviour (Amber, 6)
  - OSD P&G 007, Population Increase (Amber, 12)
  - OSD P&G 008, Major Incident resulting in prolonged ‘access denial’ (Amber, 8)
  - OSD P&G 009, Ultra-Low Emissions Zone (Red, 24)
- The detail of the individual risks is shown in Appendix 4.
22. All risks remain at the same RAG rating as previously. OSD P&G 001 has been reassessed in line with the Departmental risk rating, bringing its numerical score up

by two points. As covered in paragraph 14 of this report, we accept this level of risk across our sites.

23. One additional divisional risk has been added; OSD P&G 009 Ultra-Low Emissions Zone. This is a sub-risk in the Departmental risk register.
24. The chart in Appendix 2 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 – All Risk Scores & Targets
- Appendix 3 – Departmental Risk register
- Appendix 4 – City Gardens and West Ham Park Divisional Risk Register
- Appendix 5 – Departmental & Divisional Risk History Report

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