


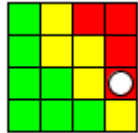
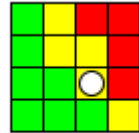


Appendix 2 - OS Departmental Detailed Risk Report

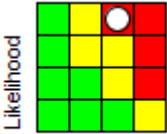
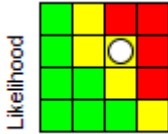

Rows are sorted by Risk Score

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
OSD 007 Maintaining the City's water bodies summary risk 30-Aug-2017 Colin Buttery	<p>This risk summaries the property maintenance risks across the Open Spaces Department.</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 & 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>	 <p>Likelihood</p> <p>Impact</p>	16	Assessed by Senior Leadership Team. Risk remains at red. Details of work being undertaken is covered under the divisional risk registers. This risk is being recommended for escalation to Corporate Risk Register. 7 Oct 2019	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2022	 Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD EF 004 a Panel engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October	Inspections completed in January. Several mitigation works have been completed. Discussion of Wanstead Park Lakes was undertaken. Large scale works still need to be undertaken to reduce this risk.			Martin Newnham; Geoff Sinclair	05/11/19	01-Apr-2020	
OSD EF 004 b Eagle Ponds	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. Survey the outward toe of the dam pending decision on shared responsibility with London Borough of Redbridge	Ongoing action. LBR have declined responsibility. Surveyors have told us that it is not possible to distinguish the outward toe of the dam which sits under public highway - A1199 Woodford Road. The intention for surveying was to			Geoff Sinclair	05/11/19	31-Dec-2022	

		establish whether the Highway Authority was an LRR statutory undertaker. We have now established the statutory undertaking through an alternative route - a 1950s agreement with CoL to pile the Snaresbrook Road bank.			
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	Ongoing action. Weekly blue book checks are completed and testing of the penstock gates.	Martin Newnham	05/11/19	01-Apr-2020
OSD EF 004 e Baldwins Pond and Birch Hall Park Pond	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Ongoing action. Still awaiting further work by DBE.	Geoff Sinclair	05/11/19	31-Dec-2022
OSD NLOS Inspections	Statutory inspections of the Hampstead Heath reservoirs & inspections / monitoring of outflow condition	Statutory inspections take place twice a year and are completed by an appointed panel engineer. Staff carry out regular inspections / monitoring of the outflow from the reservoirs. Ongoing action	Declan Gallagher	05/11/19	01/04/2020
OSD TC 006 a Project development	Condition assessments carried out and options provided for approval Options costed	Project at The Commons remains a goal for the future. Ongoing action to mitigate risk, to be updated as project moves forward. Middle pond – investigation of buried manhole to see if cause of leak undertaken Sept 2019 New options for future repairs identified – cost up to 200K Cost to undertake feasibility of the options identified - 20k	Martin Hartup/ Helen Read	04/11/19	30-Apr-2020
OSD TC 006 b Monitoring	Inspections / monitoring of outflow condition Ongoing	All water bodies are actively monitored by relevant authorities within the City to ensure they comply with legislation. Additional monitoring regime of recording pond depth and outflow leak at middle pond introduced in Oct 2019 following manhole investigation works.	Martin Hartup/ Helen Read	04/11/19	30-Apr-2020

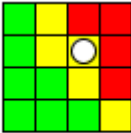
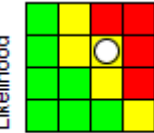

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<p>OSD 004 Repair and Maintenance of Buildings & structural assets summary risk</p> <p>30-Aug-2017 Colin Buttery</p>	<p>This risk summaries the most pressing property maintenance risks across the Open Spaces Department.</p> <p>Causes: Reducing funding resulting in insufficient resources for repairs and maintenance. A ‘halted’ capital programme with a new annual bidding process with anticipated reduced capital funding and prioritisation. Staffing impact of Fundamental review which may lead to reduction in technical expertise and specialist knowledge and advise for historic and complex buildings/sites.</p> <p>Event: , OS residential or public buildings deteriorate to unusable/unsafe condition, resulting in serious injury to users. Closure of buildings. Reduced income generation.</p> <p>Impact: Open Spaces property not kept up to an acceptable standard, Service capability disrupted; ineffective use of staff resources; damage to corporate reputation and poor customer satisfaction; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of assets, loss of value. Potential serious health and safety risks.</p> <p>Failure to meet statutory regulations and checks. This risk is felt to be of departmental concern due to the importance of building and structural assets upkeep, the cyclical works backlog and the historical concerns around poor maintenance.</p> <p>The actions for this risk are a summary of the most pressing repairs and maintenance and capital projects for the Department.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>16</p>	<p>This risk has been reviewed by Senior Leadership Team and altered and upgraded to recognise the serious reputational and health & safety implications of deteriorating buildings and structural assets as well as a ‘halted’ and ‘unknown future’ capital programme. These have been summarised in the new sub-actions.</p> <p>Sites have been asked to identify their most pressing repair and maintenance projects to be escalated to the Departmental risk register, along with the potential impact of failing to tackle these projects.</p> <p>27 November 2019</p>	 <p>Likelihood</p> <p>Impact</p>	<p>8</p>	<p>31 December 2020</p>	<p>↑</p> <p>Increasing</p>
Action no, Title,	Action description	Latest Note				Action owner	Latest Note Date	Due Date
<p>OSD 004 CC Cemetery & Crematorium Projects</p>	<p>Cyclical Works Programme Budget Loss</p>	<p>Cemetery and Crematorium currently has zero CWP spend allocated to it for the coming year. This will result in deterioration of vital assets in an unpredictable fashion, as reactive maintenance is either not completed in a timely fashion or becomes costly enough to significantly impact bottom line.</p>				<p>Gary Burks</p>	<p>05/11/2019</p>	<p>31-March-2020</p>

		<p>CWP budgets need to be re-allocated to ensure that reactive maintenance at the Cemetery is prioritised. The lack of investment will impact reputationally and financially and could result in cessation of services.</p> <p>Since the last note there has been a moratorium on spend regarding reactive works on building fabric, this added to the lack of CWP spend means that repairs will be put back adding to the bow wave created by the recent reduction and now complete lack of CWP</p>			
OSD 004 EF Epping Forest Projects	Wanstead Flats Football Changing Rooms	Wanstead Park changing rooms are no longer fit for purpose. Although we are seeking COL capital & Parklife funding, we may not receive this, which would result in closing the facilities to the public, resulting in loss of service and significant reputational damage.	Paul Thomson	11-Oct-2019	31-March-2020
OSD 004 NL North London Projects	<ul style="list-style-type: none"> • East Heath Car Park • Parliament Hill athletics track • Queens Park playground & toilets 	<ul style="list-style-type: none"> • East Heath Car Park project is a significant health and safety risk, as washed-out car park material covers the road during wet weather, resulting in a hazardous and slippery surface. Sweeping and signage are being implemented near the car park, but this is a reactive measure which does not address the fundamental danger. Risk of serious injury or death on the road, for which we might be help legally culpable due to failure to act. Capital project currently on hold due to Fundamental Review. COL capital funding submission made in Nov 2019. • Parliament Hill athletics track is reaching end of life and will be downgraded or face closure if not prioritised as a capital project. If it remains open, the likelihood of injury will increase due to wear on the track, and closure may result in judicial review or significant negative press attention. COL capital funding submission being made in Nov 2019. • Queen's Park playground and toilets require investment to be brought up to standard. Chairman has highlighted this as a significant area of concern. COL capital funding submission being made in Nov 2019 for toilet redevelopment. 	Bob Warnock	11-Oct-2019	31-March-2020
OSD 004 P&G Parks & Gardens Projects	<ul style="list-style-type: none"> • Finsbury Circus Reinstatement • West Ham Park Playground 	<ul style="list-style-type: none"> • Finsbury Circus is currently in use as a Crossrail building site. Requires investment to return to a high-quality green space. COL capital funding submission being made in Nov 2019. • West Ham Park Playground is reaching end-of-life and will soon need to be shut down entirely. Already significant sections of the playground are permanently or semi-permanently closed due to reaching end of life or have significant and costly maintenance issues. A capital project has been scoped and consulted on and a plan has been prepared, but this is currently on hold due to the Fundamental Review. Seeking alternative funding but will require match funding from the City. COL capital funding submission being made in Nov 2019. 	Martin Rodman	11-Oct-2019	31-March-2020
OSD 004 TBM Tower Bridge & Monument Projects	Tower Bridge High Voltage System Replacement Project	Gateway 3 Report approved by Planning & Transportation Committee on 1 st October 2019 and detailed options appraisal being progressed. Delivery date for project is anticipated for January 2021.	Chris Earlie	5 th Nov 2019	31 Jan 2021

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OSD 005 Pests and Diseases summary risk 30-Aug-2017 Colin Buttery	<p>This risk summaries the pest and disease risks across the Open Spaces Department.</p> <p>Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas.</p> <p>Event: 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>Impact: 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 invasives 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	Risk assessed by SLT. Agreed to remain at Red, noting Members concerns. 7 Oct 2019	 <p>Likelihood</p> <p>Impact</p>	12	30-Apr-2020	 Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD EF 007 a Massaria survey	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Ongoing action. Contractor Surveys done in July and November. Surveys by staff done through the year as we work trees identified for action i.e. the tree worked and those around are inspected and worked as required.			Geoff Sinclair	06/11/2019	30/07/2020	
OSD EF 007 d Sudden Oak Death	Sudden Oak Death - Yearly inspection of all Rhododendron and Larch. Tender of Larch removal (now completed). To be done yearly	The Larch were found to be clear of Ramorum disease and have been felled. Rhododendron regrowth during 2019 will need spraying off in 2020 at The Warren Plantation. The EF Biodiversity Officer visited the site with the new APHA Inspector for the area in October 2019. Sweet Chestnut remains in similar condition and we will request a specialist to examine these trees in 2020. However, with the bulk of Rhododendron removed and all the Larch felled, the risk of Ramorum spores spreading in quantity is assessed as low at the moment. Other areas of Rhododendron remain to be inspected this year because other grant-related survey work delayed inspections. These will be programmed as priority for 2020.			Jeremy Dagley	07/11/2019	30-Apr-2020	

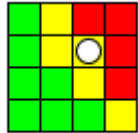
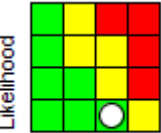
OSD EF 007 e Biosecurity policy	Need to develop a biosecurity policy and then implement.	The general Biosecurity Policy remains to be written for all the biosecurity risks. However, for Ramorum disease a protocol has been prepared and used by contractors during the Larch removal (see other risk actions). Once the OPM season is over, a Biosecurity Position Statement will be prepared (~December 2019), and this is expected to feed into full biosecurity policy and INNS policy expected 2020. The INNS policy will also cover native species. The Parliamentary Environment Audit Committee's autumn 2019 INNS report will be reviewed to take on new analysis and information for species. We contributed to this Parliamentary audit through the Remembrancer and our evidence on costs has been cited by the Committee.	Jeremy Dagley	07/11/2019	30-Oct-2020
OSD EF 007 f Pennywort removal	Removal of Pennywort in Wanstead Park	Monitoring during 2019 found the equivalent of a shopping bags worth. Two monthly monitoring to continue for a further year	Geoff Sinclair	06/11/2019	30-Oct-2020
OSD EF 008 c INNS policy	Develop an INNS policy - focus on OPM, although other pathogens and areas of concern to be tackled.	Progress made with Ramorum disease control and with INNS strategy for the 2019 season, with arborist officer appointed as lead on OPM matters. Other INNS need to be considered and no recent progress with Policy writing. An INNS position statement will be prepared at the end of the season (expected around December 2019) and this is expected to feed into the full policy (expected 2020). There will also be some horizon scanning carried out to consider likely new pest species and the Parliamentary Environmental Audit Committee's autumn 2019 report will be studied.	Jeremy Dagley	07/11/2019	30-Apr-2020
OSD NLOS 004 a Tree and Plant Procurement	Sourcing of plants / trees through approved suppliers. Review six monthly	The Tree Team source our planting stock from Barcham Trees. This nursery has a strict biosecurity policy focussed on not importing trees that are a gateway for several pests and diseases (primarily Oak Processionary Moth and Ash Die Back) entering the UK. Ongoing action	Richard Gentry	5/11/2019	30-Apr-2020
OSD NLOS 004 b OPM monitoring	Trained arboricultural contractors carrying out spraying of Oak in previously infected areas. Funding secured, although costs may escalate.	This year Hampstead Heath has been granted special status by the Forestry Commission to manage OPM on a Risk Target based approach. This enables the division to target spraying and nest removal on oak trees in high visitor number areas and to monitor and protect vulnerable oak associated lepidoptera species. There has been a decrease in operational costs in 2019 due in part the above and to a reduced natural spread of the pest this year. We do not know currently if this is a trend or seasonal aboration.	Richard Gentry	5/11/2019	30-Apr-2020
OSD P&G 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is ongoing. Info on training shared through HSIG, Equalities Board, SLT, and other avenues.	Lucy Murphy; Jake Tibbets	25-Oct-2019	30-Apr-2020
OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract	Annual inspections being carried out October 2019 and tendering for new tree management database.	Lucy Murphy; Jake Tibbets	25-Oct-2019	30-Apr-2020
OSD P&G 004 c Emergency	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.	Martin Rodman	25-Oct-2019	30-Apr-2020

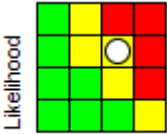
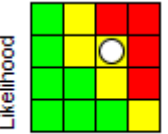

alerts					
OSD P&G 004 d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing action	Lucy Murphy; Jake Tibbets	25-Oct-2019	30-Apr-2020
OSD TC 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing. Training needs reviewed at regular team meetings, and proactively promoted via HSIG and other corporate boards. Training needs also reviewed at six monthly Divisional Health & Safety meetings	Hadyn Robson	11 Nov 2019	30-Apr-2020
OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel	Ongoing. Inspections continue on a scheduled basis &/or if and when the need arises	Hadyn Robson	11 Nov November 2019	30-Apr-2020
OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Hadyn Robson	11 Nov November 2019	30-Apr-2020
OSD TC 004 d Biosecurity	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	Hadyn Robson	11 Nov November 2019	30-Apr-2020

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<p>OSD 006 Impact of development summary risk</p> <p>30-Aug-2017 Colin Buttery</p>	<p>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department. Cause: 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. Event: Major development near an open space Impact: 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. 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. The actions for this risk are the open actions from each of the divisional risk registers.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>12</p>	<p>Assessed by Senior Leadership Team. 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. We do not foresee the rating of this risk changing significantly.</p> <p>7 Oct 2019</p>	<p>Likelihood</p>  <p>Impact</p>	<p>12</p>	<p>01-Apr-2020</p>	<p></p> <p>Constant</p>
Action no, Title,	Action description	Latest Note				Action owner	Latest Note Date	Due Date
<p>OSD EF 010 a Local authorities/Countries Local Plans and Core Strategies</p>	<p>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.</p>	<p>Representations have been made to the EFDC Examination in Public throughout May 2019. The EFDC Local Plan Habitats Regulations Assessment, however, has not addressed the avoidance or mitigation of air pollution and traffic increases. This remains a considerable risk to the Forest. The Inspector's interim guidance published in August found that the HRA was not adequate to allow conclusions on the impact of the local plan on the Forest. EFDC in its October 2019 response to the Inspector has set out a 6-month timetable to address the gaps in the HRA in relation to air pollution. However, no progress has been made with avoidance measures or the SAC Mitigation Strategy. As a result, a report for EF&CC Committee has been prepared for Nov 2019 seeking approval from Members for two letters to be sent to the 'competent' local authorities, including EFDC and London Borough of Waltham Forest (LBWF). In these letters</p>				<p>Jeremy Dagley</p>	<p>07-Nov-2019</p>	<p>31-Dec-2020</p>

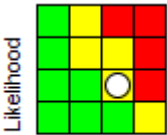
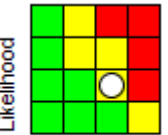

		<p>we make an offer to convene a SAC Mitigation Strategy Steering Group and we also make proposals on avoidance measures.</p> <p>A detailed 23-page response to the LBWF Reg 18 Local Plan consultation was sent to LBWF. LBWF is seeking to set up a meeting with CoL Epping Forest Division officers in Nov/Dec 2019 as part of its Duty-to-cooperate consultations. Further work will be needed to ensure a full mitigation strategy is in place for the SAC across the key local authorities.</p>			
OSD EF 010 c Forest transport strategy	Development and ongoing work on the Forest Transport Strategy (FTS)	Essex County Council (ECC) has indicated that it could put some resources toward the Strategy. At the Examination-in-Public for the EFDC Local Plan for which the Inspector has now provided her interim guidance (Aug 2019) it was clear that an FTS would be required and ECC has now indicated that it wishes to prepare one. Work now needs to be done to bring parties together including TfL and London Boroughs to ensure a comprehensive FTS can be produced as part of the SAC Mitigation Strategy. Officers will work towards this in 2020.	Jeremy Dagley	07/11/2019	30-Dec-2020
OSD EF 010 d NGAP package	Meet with LBE and influence outcome of their NGAP project	No significant change of position since last update. Local Plan consultations have begun but LBE is not as yet engaging with Natural England about the SAC Mitigation Strategy. This engagement is vital and NGAP would then be considered in the terms of mitigation for the SAC. As at October 2019 NE is seeking a meeting with LBE to progress this. Officers to seek to engage LBE in the SAC Mitigation Steering Group – and the draft letters referred to in ES010 main risk summary (above) will be sent to LBE as well as other ‘competent’ local authorities if approved by Members at EF&CC on 18 th Nov.	Jeremy Dagley	07/11/2019	31-Mar-2020
OSD NLOS 011 a Local Authority relationships	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet, Brent and Haringey regarding 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	05/11/2019	31-Mar-2020
OSD NLOS 011 b Local planning documents	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	05/11/2019	31-Mar-2020
OSD NLOS 011 c Planning applications	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support regarding resisting planning applications that impact on 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	05/11/2019	31-Mar-2020
OSD P&G 007 a Local authorities Local Plans and Core Strategies	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 - ongoing action	Lucy Murphy; Martin Rodman; Jake Tibbets	25-Oct-2019	31-Mar-2020

OSD P&G 007 b Local Authority Relationships	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	25-Oct-2019	31-Mar-2020
OSD TC 002 a Local authorities/Cou nties Local Plans and Core Strategies	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	11/11/2019	31-Mar-2020
OSD TC 002 b Monitoring of impacts	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	11/11/2019	31-Mar-2020

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OSD 010 Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk 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>	 Likelihood Impact	12	Assessed by Senior Leadership team and agreed to remain at current risk level, due to ongoing risk for areas as the Ultra Low Emission Zone extends beyond the City. The financial cost and ‘infancy’ of many ‘cleanest vehicles possible’ to comply with the COL policy is a concern as is the implementation of charging infrastructure in our outer London sites. 7 Oct 2019	 Likelihood Impact	4	1 October-2021	Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD P&G 009 b	Provision of necessary infrastructure for electric vehicles	Electricity supply to depot upgraded, ready for installation of electricity charging points.			Jake Tibbetts	Nov 5 - 2019	31-Jul-2020	
OSD P&G 009 c	Budgetary actions	Re-evaluate City Gardens local risk budget lines to reflect increased cost of EV’s (and payback to central loan for these); Purchase EV’s and off-hire temporary vehicles.			Jake Tibbetts	5 Nov-2019	31-May-2020	
OSD NLOS	Replacement through TCG approval and procurement process of an ageing and non-compliant ULEZ fleet to ensure compliance with legislation	The Division has prepared a Sustainable Fleet and Plant Management Plan. This sets out the basis on which we plan to reduce the environmental impacts of our fleet. Waiting for clarification of COL loan scheme for ‘compliant vehicles			Murdo Macmillan	05/11/2019	31 March 2021	
OSD EF	Extend ULEZ zone will impact on southern area of Epping Forest and vehicles will need to be compliant with legislation and corporate policy.	Forest require additional compliant vehicles to maintain service in the ULEZ zone without incurring penalties. Limited availability of local risk budget to fund provision.			Geoff Sinclair	06/11/2019	31 March 2021	

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 001 Maintaining a tourism business at Tower Bridge and Monument 09-Mar-2015 Chris Earlie	Cause: An act of terrorism in the heart of London. Event: Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). Impact: Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Likelihood	12	Assessed by Senior Leadership Team and Divisional Management Team. To be maintained as a departmental risk. We do not foresee the rating of this risk changing significantly 7 Oct 2019	 Likelihood	12	01-Apr-2020	 Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD TBM 001a CoL Counter Terrorism Section Liaison	Regular Liaison meetings held with CoL 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	5 th Nov 2019	01-Apr-2020	
OSD TBM 001b Site Security	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. 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	5 th Nov 2019	01-Apr-2020	
OSD TBM 001c Staff Training	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 (½ day) to be scheduled for 2019. Daily briefings also highlight any ongoing/ current issues. Ongoing action. Tower Bridge Security Awareness Workshops are regularly delivered throughout the year to all staff.			Chris Earlie	5 th Nov 2019	01-Apr-2020	
OSD TBM	To progress a secure entrance/ exit facility for the Bridge's	This has been identified as a project in the Bridge's 2019/ 20 Business Plan, with the aim of			Chris	5 th Nov	01-Apr-	


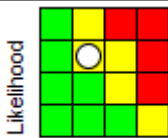

001d Secure Entrance/ Exit South Tower Lift at Pavement Level	south tower lift, addressing current vulnerabilities to the satisfaction of C of L and Historic England.	carrying out a specialist consultancy exercise and progressing conversations with Historic England and Southwark LBC by December 2019.	Earlie	2019	2020
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 001 H&S Summary Risk 30-Aug-2017 Colin Buttery	<p>This risk summaries the H&S risks across the Open Spaces Department.</p> <p>Causes: 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>Event: Staff, volunteers or contractors undertake unsafe working practices</p> <p>Impact: 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>	 <p>Likelihood</p> <p>Impact</p>	8	<p>Assessed by Senior Leadership Team. Significant work has been done to mitigate the health and safety risks around the department. We do not foresee the rating of this risk changing significantly.</p> <p>7 Oct 2019</p>	 <p>Likelihood</p> <p>Impact</p>	8	1 April-2020	 Constant
Action no, Title,	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.	<p>This action is ongoing.</p> <p>Safe systems of work were reviewed in 2017 when the format changed. Risk assessments are reviewed annually,</p> <p>Reviews were carried out for the sections below on the dates stated; CoSHH, Burials/digging, GMO - Dec 18 Bereavement Services May 19 Cem General, Crematorium, Information/Security, Workshops - Sept 19</p>			Gary Burks	5/11/2019	31-Mar-2020	
OSD CC 001 b	Investigations undertaken and learning taken from all	This action is ongoing.			Gary Burks	5/11/2019	31-Mar-	

Operational Learning	accidents and incidents and near misses. Training and development of staff	A recent accident involving a pedestrian and a grass cutting machine highlighted that further training was required for this type of machine and this has been implemented.			2020
OSD EF 001 c Training programme	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 linked to induction and new starters to be improved. Introduction of EF H&S Statement (Nov 2019) will help achieve improvement – also continuous review with each job change / recruitment.	Jo Hurst	5/11/2019	1 April-2020
OSD EF 001 e Hierarchy responsibilities and communications	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 actions	Ongoing activity. New EF H&S Statement to be rolled out at All Staff Briefing in November 2019.	Paul Thomson	5/11/2019	31-Mar-2020
OSD EF 001 f Annual licensee checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans	Checks now extended to include all known tenanted buildings, not just catering outlets and will include all tenant obligations including FRAs etc Checks underway, initial response low and now chasing. Land Agent now seconded to post and will assist.	Jo Hurst	5/11/2019	31-Mar-2020
OSD EF 001 g Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes 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. This will always be a potential risk, with as much control as we are able to implement now in place.	Jo Hurst	05/11/2019	31-Mar-2020
OSD NLOS 006 a Annual H & S site Audits	Continue with annual H & S site Audits. Sites will carry out audits by peers from within Division. Audits usually take place in August and are signed off later in the year.	This is an ongoing item. H & S Audit reports 19/20 are in the process of being completed and signed off for action.	Richard Gentry	05/11/2019	31-Mar-2020
OSD NLOS 006 b Quarterly Divisional H & S Meetings	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	05/11/2019	31-Mar-2020
OSD P&G 001 a Accident Reporting	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. This is an ongoing action.	Patrick Hegarty; Lucy	25-Oct-2019	01-Jun-2020

			Murphy; Jake Tibbets		
OSD P&G 001 b Contractor protocol	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. This is an ongoing action.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	25-Oct-2019	01-Jun- 2020
OSD P&G 001 c Regular review of site health and safety by peer review	Net improvement of standards of H&S following regular validation visits.	Audit validation completed Nov 2018. Next audit due November 2019.	Patrick Hegarty	5 th Nov 2019	01-Dec- 2019
OSD P&G 001 d Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Ongoing. Conflict management training for WHP takes place in December for residential on call staff	Lucy Murphy; Jake Tibbets	25-Oct-2019	01-Apr- 2020
OSD P&G 001 e Hierarchy responsibilities and communication s	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	Departmental Fire Policy and Fire Management plan implemented. This is an ongoing action.	Martin Rodman	25-Oct-2019	01-Apr- 2020
OSD P&G 006 b Develop and improve joint working to protect sites	Develop stronger links and become a trusted partner with LBN. Develop relationships with officers in local authorities.	Emergency 'grab bags' made available to all residential staff at WHP	Lucy Murphy; Jake Tibbets	25-Oct-2019	01-Apr- 2020
OSD TBM 010a Working at Height - Implement consultant's recommendatio ns	Following receipt of initial survey identify an action plan and implement asap.	Initial report with regards to survey has been received and action implemented for one of the routines. We are in the process of engaging the consultant to deliver the recommended actions over the next 6 months.	Jamie Bottono	5 th Nov 2019	31-May- 2019
OSD TC 001 a Appropriate	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers)	This is an ongoing action	Hadyn Robson;	11 Nov 2019	31-Mar- 2020

resourcing	Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	Review of H & S Action Plan at monthly SMT meetings and Quarterly Divisional H & S meetings	Andy Thwaites		
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 002 Extreme weather & climate change summary risk 30-Aug-2017 Colin Buttery	<p>This risk summaries the risks associated with extreme weather across the Open Spaces Department.</p> <p>Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change</p> <p>Event: Not adequately preparing for extreme weather</p> <p>Impact: 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.</p>	 <p>Likelihood</p> <p>Impact</p>	6	Assessed by Senior Leadership Team, remains at current risk level. Actions are managed at divisional level. We do not foresee the rating of this risk changing significantly 7 Oct 2019	 <p>Likelihood</p> <p>Impact</p>	6	1 April 2020	 Constant
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD CC 010 a Wind damage	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"> • Tree inspections • Maintain staff with chainsaw qualifications 	Ongoing monitoring action. <ul style="list-style-type: none"> • 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. All trees were inspected by a third party in 2017, Massaria inspections are carried out at high level by C&C staff twice a year and ground level inspections for damage are carried out by my staff after all high winds Last Massaria inspection was in September, last high wind inspection was beginning November Four staff are trained in the use of chainsaws, this is refreshed every 5 years, the last chainsaw training was this year. 			Gary Burks	5 th Nov 2019	1 April 2020	

		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.			
OSD EF 009 a Emergency plan	Review and update plan	Ongoing. The emergency plan has been updated and is now available to reflect the broad spectrum of emergencies and fits in with the joint emergency response protocols and to reflect operational responses and OOH cover. Staff training has taken place with LFB and LALO training is complete with additional training for GOLD group nominated personnel	Martin Newnham	05/11/2019	31-Mar-2020
OSD EF 009 h Grass & Heathland Fire	Grass & Heathland Fire	The EF staff team have received a formal training day delivered by LFB and national lead on wildfire fighting. This covered the joint responses and identified specific sites that required individual site plans and de-fuelling to take place. With a consultant led review of high-risk fire sites plans have now been developed and incorporated the results of the surveys within the fire management plans and they have been reflected in the incident response plans within EF. The wildfire fighting response form a part of the major incident response plans. Additional joint working and training days will take place with Essex and London Fire brigades in the next 12 months	Martin Newnham	05/11/2019	05/11/2020
OSD NLOS 003 a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event	Trigger Event Policy embedded into our way of working. Met Office Data is reviewed weekly and responded to accordingly by Duty Manager and Duty Supervisor. Ongoing weekly management through RAID Log process to monitor and manage extreme weather events and to support weekly resource planning process. Extreme Weather Policy has been reviewed and a revised policy is in the process of being implemented.	Bob Warnock	05/11/2019	31-Mar-2020
OSD NLOS 003 b Review of site emergency plans	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Review of Emergency Action Plan and Business Continuity Plan- overdue – completion date planned for end February 2020. EAP, BCP and Risk Register Review will incorporate the updated Extreme Weather Policy	Richard Gentry	05/11/2019	1 March 2020

OSD P&G 005 a Plant species	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.	New tree strategy being developed and will be in place in April 2020. New species and planting mediums being introduced and trialled to ascertain suitability for city, reduced watering and maintenance needs.	Lucy Murphy; Jake Tibbets	25-Oct-2019	30-Apr-2020
OSD P&G 005 b Emergency plan	Review and update plan	Emergency evacuation exercise scheduled for November 2019	Lucy Murphy; Jake Tibbets	25-Oct-2019	01-Apr-2020
OSD P&G 005 c Monitoring of warning systems	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	Systems are in place to close the park when there are severe alerts of amber and red with gust of 70mph or more. Ongoing action.	Martin Rodman	25-Oct-2019	01-Apr-2020
OSD TC 005 a Fire management	Review and update plan bi-annually. Fire management and monitoring policies and plans in place and link to staff training and local emergency services	This action is ongoing Site information/resources shared with emergency services. Plan reviewed in June 2018 - next review due June 2020.	Hadyn Robson	11/11/2019	01-Apr-2020
OSD TC 005 b Storms	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	Hadyn Robson	11/11/2019	01-Apr-2020
OSD TC 005 c Climate change	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue continues.	Hadyn Robson	11/11/2019	01-Apr-2020