

Committee:	Date:
Open Spaces and City Gardens Committee West Ham Park Committee	16 July 2020 16 July 2020
Subject: Open Spaces Department, City Gardens and West Ham Park Risk Management	Public
Report of: Director of Open Spaces	For Decision
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Summary

This report provides the Open Spaces and City Gardens Committee and the West Ham Park Committee with an update on the management of risks faced by the Open Spaces Department 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

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