

## Appendix 2 – Open Spaces Departmental Risk Register

### OSD Corporate and Departmental Risks

Report Author: Martin Falder

Generated on: 19 November 2020



Rows are sorted by Risk Score

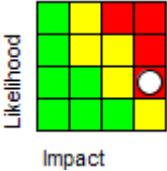
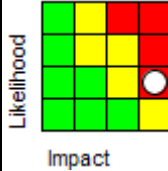
| Risk no, title, creation date, owner   | Risk Description (Cause, Event, Impact)   | Current Risk Rating & Score |    | Risk Update and date of update   | Target Risk Rating & Score |   | Target Date | Current Risk score change indicator |
|--|---|-----------------------------|----|--|----------------------------|---|-------------|-------------------------------------|
| <b>CR32</b><br><b>Wanstead Park Reservoirs</b><br>(formerly OSD 013)<br><br>09-Dec-2019<br>Colin Buttery | <p><i>(Cause)</i><br/>Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p><i>(Event)</i><br/>Risk that the reservoirs may overtop and be washed away, leading to a cascading breach.</p> <p><i>(Impact):</i></p> <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<br><br>Impact    | 24 | Assessed and agreed by OS SLT in November 2020.<br><br>The Engineering Study proposes improvements to level crests; reinforce dam faces and direct water flow. The Study is being proposed for Capital Funding to the Projects Board and subsequent Committees with a recommendation for a further study on the interaction of Ornamental Water with the River Roding.<br><br><b>17 Nov 2020</b> | Likelihood<br><br>Impact   | 8 | 30-Jun-2024 | <br><br>Constant                    |

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|  |                                 |  |  |  |  |  |
|--|---------------------------------|--|--|--|--|--|
|  | • Damage to a listed landscape. |  |  |  |  |  |
|--|---------------------------------|--|--|--|--|--|

| 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. Next meeting 30 November. Ongoing action. | Colin Buttery | 13-Nov-2020      | 01-Mar-2021 |
| OSD 013 c | Evaluate and analyse the report from the reservoir engineer.               | Report findings accepted and are being proposed for Capital Funding.  | Paul Monaghan | 13-Nov-2020      | 01-Jan-2021 |
| OSD 013 d | Confirm to EA that measures in the interest of safety have been completed. | Recommended works and further study being proposed.   | Paul Monaghan | 13-Nov-2020      | 31-Mar-2021 |
| 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 (30 November).   | Paul Monaghan | 13-Nov-2020      | 30-Nov-2020 |

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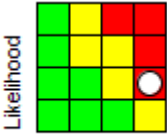
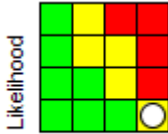
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| OSD 004<br>Repair and Maintenance of Buildings and Structural Assets<br><br>30-Aug-2017<br>Colin Buttery | <p><b>This risk summarises the most pressing property maintenance risks across the Open Spaces Department.</b><br/> <b>Causes:</b> Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues; failure to retain expertise necessary to maintain complex buildings / sites.<br/> <b>Event:</b> Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition, resulting in fatality, serious injury to users, or permanent closure.<br/> <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation and poor customer satisfaction; increased requirement for and 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 risk on several sub-actions.<br/>                     This risk is felt to be of departmental concern due to the importance of building maintenance, the maintenance bow-wave and the historical concerns around poor maintenance.<br/>                     The actions for this risk are a summary of the most pressing Repair and Maintenance projects for the department.</p> |  | 16 | <p>Reviewed and agreed by SLT in November 2020.</p> <p>Risk score remains at red in light of current CWP budget and mounting bow wave of works which we expect to escalate, rather than decrease over time. Target score has been raised to red, as we aim to manage this risk over the coming year rather than be able to reduce it. If the situation worsens, this risk will escalate further.</p> <p>Repair and maintenance of our building and structural assets remains a significant risk for the department, and this is currently at a higher level than we are currently comfortable with. There is a lack of resource for the remedial works which are required to reduce this risk at present.</p> <p><b>12 Nov 2020</b></p> |  | 16 | 31-Mar-2021 | ■                                   |

| Action no  | Action description  | Latest Note  | Action owner | Latest Note Date | Due Date    |
|------------|---|--|--------------|------------------|-------------|
| OSD 004 CC | Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Cemetery and Crematorium. | The current CWP proposed schedule for cemetery and crematorium works for 21/22 has been reduced to one project costing £60k with a reserve list that is not approved totaling over 100 projects at a cost of £1.6M. Therefore, the risk to the long term maintenance of buildings is still at risk. However, the project to replace cremators is underway and this will be of great benefit to the operational running of the crematorium. | Gary Burks   | 12-Nov-2020      | 31-Mar-2021 |

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|             |   | Last year saw a moratorium on most repair and maintenance works at the cemetery, which further adds to this risk.  |               |             |             |
| OSD 004 EF  | Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Epping Forest division.           | 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.<br><br>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.  | Paul Thomson  | 12-Nov-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.            | 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.  | Bob Warnock   | 12-Nov-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.         | 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.<br><br>Bunhill Fields wall remains fenced off. City Surveyors sub-contractors are unable to make site visits.<br><br>Finsbury Circus secured full backing for the complex funding package at RASC in January 2020.  | Martin Rodman | 12-Nov-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. | 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.<br><br>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. | Chris Earlie  | 12-Nov-2020 | 31-Mar-2021 |

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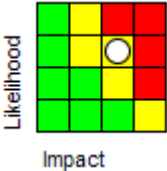
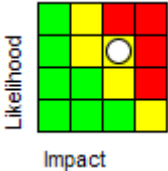

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|--|--|--|------------------|---|---|-----------------|--------------------|-------------------------------------|
| <b>OSD 007</b><br><b>Maintaining the City's water bodies</b><br><br>30-Aug-2017<br>Colin Buttery | <p><b>This risk summaries the water body management and 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 serous 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> | <p><b>16</b></p> | <p>Agreed by OS SLT November 2020. This remains at red. Details of management of water bodies are held under local divisional risk registers and the sub-actions.</p> <p><b>13 Nov 2020</b></p> |  <p>Likelihood</p> <p>Impact</p> | <p><b>8</b></p> | <p>31-Mar-2022</p> | <p>Constant</p>                     |

| 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. Contractors due to be appointed in 2021. | Martin Newnham; Geoff Sinclair | 13-Nov-2020      | 30-Apr-2021 |
| OSD EF 004 b | Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. | Approved individual site plan for Leyton Flats includes proposals for Eagle Pond.  | Geoff Sinclair                 | 13-Nov-2020      | 31-Dec-2022 |
| OSD EF 004 c | Weekly inspection of reservoirs / dam.  | Ongoing action. Blue books being completed at agreed intervals.  | Martin Newnham                 | 13-Nov-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 due to be appointed in 2021.                                       | Geoff Sinclair                 | 13-Nov-2020      | 31-Dec-2022 |

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|----------------|--|---|----------------|-------------|-------------|
|                |  | 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 | 13-Nov-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  | 13-Nov-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  | 13-Nov-2020 | 31-Mar-2021 |

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|--|---|--|----|--|---|----|-------------|---|
| OSD 005 Pests and Diseases<br><br>30-Aug-2017<br>Colin Buttery | <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 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> |  | 12 | <p>Reviewed at SLT in November 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 &amp; disease works seasonally.</p> <p>Target has been pushed to March 2021, at which point we expect the score to rise again to Red during the Spring/Summer season.</p> <p><b>12 Nov 2020</b></p> |  | 12 | 31-Mar-2021 | <br><br>Decreasing |

| 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   | Good progress being made on progressing delayed Tree Safety Programme now isolating staff have returned to work.  | Geoff Sinclair | 13-Nov-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 | Herbicide treatment of Rhododendron regrowth taking place.  | Jeremy Dagley  | 13-Nov-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  | 13-Nov-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 tackled.                 | As per the main update. No further updates on this at present. Work on this policy to be progressed by next year. | Jeremy Dagley  | 13-Nov-2020      | 01-Mar-2021 |

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|----------------|--|--|--|-------------|-------------|
| 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   | 13-Nov-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.         | <p>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.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p> <p>The tree team work with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylela fastidiosa</i>.</p> <p>Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We currently have Chalara die back of ash at NLOS but it is not a major concern at present.</p> | Richard Gentry   | 13-Nov-2020 | 01-Apr-2021 |
| 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 HSIG, 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;<br>Jake Tibbets                                       | 13-Nov-2020 | 30-Apr-2021 |
| OSD P&G 004 b  | Annual tree inspections undertaken through qualified personnel through framework contract                                    | Tree inspections for Spring and Summer 2020 completed and resultant works being carried out. Winter inspections planned for December.  | Lucy Murphy;<br>Jake Tibbets                                       | 13-Nov-2020 | 28-Feb-2021 |
| 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;<br>Jake Tibbets                                       | 13-Nov-2020 | 30-Sep-2021 |
| OSD TC 004 a   | Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention. | <p>Ongoing. Training needs reviewed at regular team meetings, and proactively promoted via HSIG and other corporate boards.</p> <p>Needs also reviews at 6 monthly divisional H&amp;S meetings.</p>  | Allan Cameron;<br>Martin Hartup;<br>Hadyn Robson;<br>Andy Thwaites | 13-Nov-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;<br>Martin Hartup;<br>Andy Thwaites                  | 13-Nov-2020 | 31-Mar-2022 |



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|              |  |  |   |             |             |
|--------------|--|--|---|-------------|-------------|
| OSD TC 004 c | Active involvement with leading partners such as Forestry Commission and Natural England | Ongoing.   | Allan Cameron;<br>Martin Hartup;<br>Andy Thwaites | 13-Nov-2020 | 31-Mar-2022 |
| 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;<br>Martin Hartup;<br>Andy Thwaites | 13-Nov-2020 | 31-Mar-2022 |

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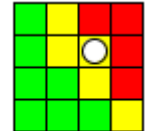
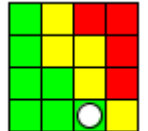

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| OSD 006<br>Impact of development<br><br>30-Aug-2017<br>Colin Buttery | <p><b>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department.</b></p> <p><b>Cause:</b> Pressure on housing and infrastructure 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 November 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. | <p>Likelihood</p> <p>Impact</p> | 12 | 30-Apr-2021 | <p>Constant</p>                     |

| 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 Waltham Forest core strategy and other LA actions plans - respond to any further consultation. | The Epping Forest SAC Oversight Group has 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 | 13-Nov-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 | 13-Nov-2020      | 30-Apr-2021 |

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|                |   | 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.<br>Stakeholders, e.g. Consultative Group and Hampstead Heath, Highgate Wood and Queen's Park Committee updated as appropriate.  | Richard Gentry                                 | 13-Nov-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.<br>Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary.   | Richard Gentry                                 | 13-Nov-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.<br>Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary. | Richard Gentry                                 | 13-Nov-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. City Gardens have been actively involved in the consultation process of the local plan.   | Lucy Murphy;<br>Martin Rodman;<br>Jake Tibbets | 13-Nov-2020 | 28-Feb-2021 |
| 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                                  | 13-Nov-2020 | 31-Dec-2020 |
| OSD TC 002 a   | Inclusion in core strategy planning documents - where applicable<br>Close partnership working with local planning authorities<br>Active monitoring of planning applications with responses as appropriate<br>All ongoing and/or as and when | Monitoring activity continues - ongoing action. Mitigation strategy work underway.   | Hadyn Robson                                   | 13-Nov-2020 | 31-Mar-2021 |
| OSD TC 002 b   | Active monitoring of pollution where possible<br>Active monitoring of environmental impacts - where possible<br>Undertake research - where appropriate and where resources allow<br>Ongoing   | Ongoing action - monitoring of impact of visitors and other possible stressors continues.  | Hadyn Robson                                   | 13-Nov-2020 | 31-Mar-2021 |

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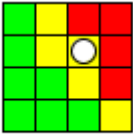
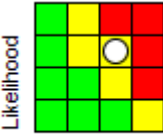

| Risk no, title, creation date, owner   | Risk Description (Cause, Event, Impact)   | Current Risk Rating & Score  |    | Risk Update and date of update  | Target Risk Rating & Score  |   | Target Date | Current Risk score change indicator   |
|--|---|--|----|---|---|---|-------------|---|
| OSD 010 Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk<br><br><br><br><br><br><br><br><br>29-Jan-2019<br>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 | <p>Assessed and agreed by Senior Leadership Team in November 2020. Risk remains at the same level, but the ULEZ boundary is due to expand in October 2021, incorporating several other sites, and this will require significant further work on fleet assessment / procurement and budget spend to replace vehicles. This risk may escalate if resources are not made available to complete procurement.</p> <p>Sub-actions track the divisional responses to this process.</p> <p><b>13 Nov 2020</b></p> |  <p>Likelihood</p> <p>Impact</p> | 4 | 25-Oct-2021 | <br><br><br><br><br><br><br><br><br>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.       | 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                | 13-Nov-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.        | 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                   | 13-Nov-2020      | 01-Oct-2021 |
| OSD P&G 009 a | Replacement of non-compliant vehicles. Action re-opened to accommodate other P&G sites (primarily West Ham Park). | Replacement van and road sweep are being researched. COVID lockdowns and closure of showrooms has meant that test driving vehicles has been difficult., Slippage in timescales however still on track to achieve procurement of new machines prior to ULEZ extension.   | Lucy Murphy;<br>Jake Tibbetts | 13-Nov-2020      | 30-Apr-2021 |

## Appendix 2 – Open Spaces Departmental Risk Register

|                  |   |   |               |             |             |
|------------------|---|---|---------------|-------------|-------------|
| OSD P&G 009<br>c | This action covers work being done to address budgetary concerns around ULEZ-compliant fleet within the Parks & Gardens division. | Following discussion with procurement market testing for fleet extension is being undertaken which will go into a report for the fleet group. | Jake Tibbetts | 13-Nov-2020 | 30-Nov-2021 |
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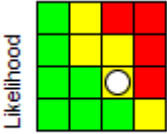
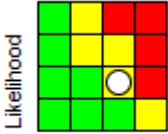

| Risk no, title, creation date, owner   | Risk Description (Cause, Event, Impact)  | Current Risk Rating & Score  |           | Risk Update and date of update  | Target Risk Rating & Score  |           | Target Date | Current Risk score change indicator   |
|--|--|--|-----------|---|---|-----------|-------------|---|
| <b>OSD TBM 001</b><br><b>The effect of a major event in central London on the tourism business at Tower Bridge and Monument</b><br>09-Mar-2015<br>Chris Earlie | <b>Cause:</b> A major event which leads to a downturn in tourism in central London.<br><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).<br><b>Impact:</b> Significant loss of income and footfall over a prolonged period, service budget reconfiguration. | <br>Likelihood | <b>12</b> | No change to current position and security continue to operate aligned to threat and advice from Counter Terrorism Police. Financial aspect of this risk currently being felt due to COVID-19, but this is addressed under other risks.<br><br><b>13 Nov 2020</b> | <br>Likelihood | <b>12</b> | 01-Apr-2021 | <br><br>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. Meetings include assessment of current major event risk level.                    | Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team. Ongoing action.  | Chris Earlie | 13-Nov-2020      | 01-Apr-2021 |
| OSD TBM 001b | Maintain vigilant and effective on-site security systems at Tower Bridge. This action covers action taken to tackle antisocial behaviour and activity which could deter tourism.                | 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 | 13-Nov-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, to ensure we are quickly able to re-open after a major event. | 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 | 13-Nov-2020      | 01-Apr-2021 |

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|-----------------|---|--|--------------|-------------|-------------|
| OSD TBM<br>001d | To progress a secure entrance/ exit facility for the Bridge's south tower lift, addressing current vulnerabilities to the satisfaction of CoL and Historic England. This action would allow for safer re-opening of the bridge after an event, if this led to increased security restrictions on attractions. | Not progressed yet as a corp project due to limitations of available resource and replanning/refocus on the new Covid-secure operational model in response to the pandemic. Case of support received from CTSA and likely to be progressed in 2021/22. | Chris Earlie | 19-Nov-2020 | 01-Apr-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   |
|--|--|--|---|---|---|---|-------------|---|
| OSD 001<br>Health & Safety<br><br>30-Aug-2017<br>Colin Buttery | <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> |  <p>Likelihood</p> <p>Impact</p> | 8 | <p>Assessed and agreed by Senior Leadership Team in November 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.</p> <p><b>12 Nov 2020</b></p> |  <p>Likelihood</p> <p>Impact</p> | 8 | 31-Mar-2021 | <br><br>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   | 12-Nov-2020      | 31-Mar-2021 |
| OSD CC 001 b | Investigations undertaken and learning taken from all accidents and incidents and near misses.<br>Training and development of staff  | This is an ongoing action which has continued as usual throughout the year.   | Gary Burks   | 12-Nov-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     | 12-Nov-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 | 12-Nov-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     | 12-Nov-2020      | 01-Mar-2021 |



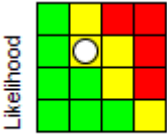
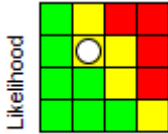

## Appendix 2 – Open Spaces Departmental Risk Register

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|                | 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   | 12-Nov-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                                   | 12-Nov-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                                   | 12-Nov-2020 | 31-Mar-2021 |
| OSD P&G 001 a  | 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;<br>Lucy Murphy;<br>Jake Tibbets | 12-Nov-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;<br>Lucy Murphy;<br>Jake Tibbets | 12-Nov-2020 | 01-Jun-2021 |
| OSD P&G 001 c  | Net improvement of standards of H&S following regular validation visits.  | Undertook desk based Audit in 2020 due to COVID restrictions  | Patrick Hegarty                                  | 13-Nov-2020 | 31-Mar-2021 |
| 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;<br>Jake Tibbets                     | 12-Nov-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   | COVID risks assessments for staff duties and workplaces to ensure that they are COVID safe. Messaging to public re-government guidance to help prevent the spread of the disease. Review of all RA concerning the public use of facilities including sports and use of building | Martin Rodman                                    | 13-Nov-2020 | 01-Jun-2021 |

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|               |  |   |   |             |             |
|---------------|--|---|---|-------------|-------------|
|               | decisions, issues, responsibilities and communications.<br>Ongoing action  | undertaken.   |   |             |             |
| 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 throughout second lockdown period. Park is twice as busy as normal November however manageable due to cooler weather.   | Lucy Murphy;<br>Jake Tibbets                      | 13-Nov-2020 | 28-Feb-2021 |
| OSD TBM 010a  | Following receipt of initial survey identify an action plan and implement asap.  | Safe systems of works and emergency escape plans are being drafted and will be submitted for discussion. Full report submitted with action plan in place for a number of improved procedures, facilities and equipment.   | Chris Earlie                                      | 12-Nov-2020 | 01-Jan-2021 |
| OSD TC 001 a  | Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers)<br>Links to other departmental service providers in OSD<br>Clear and appropriate communication<br>Ongoing | This is an ongoing action.<br><br>Review of H & S Action Plan at monthly SMT meetings and Quarterly Divisional H & S meetings.<br><br>Attendance and reporting at quarterly departmental health and safety meetings.<br><br>This has been maintained over the past year, although pressure on staff has increased due to current situation. | Allan Cameron;<br>Martin Hartup;<br>Andy Thwaites | 12-Nov-2020 | 31-Mar-2021 |

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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   |
|---|--|--|---|---|---|---|-------------|---|
| <b>OSD 002<br/>Extreme weather &amp; climate change</b><br>30-Aug-2017<br>Colin Buttery | <p><b>This risk summaries the risks associated with extreme weather across the Open Spaces Department.</b></p> <p><b>Causes:</b> Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change</p> <p><b>Event:</b> Not adequately preparing for extreme weather</p> <p><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.</p> <p>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.</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> | 6 | Assessed and agreed by Senior Leadership Team in November 2020, remains at current risk level. Actions are managed at divisional level.<br><br><b>12 Nov 2020</b> |  <p>Likelihood</p> <p>Impact</p> | 6 | 31-Mar-2021 | <br><br>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.<br>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     | 12-Nov-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 | 12-Nov-2020      | 01-Mar-2021 |

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| 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                                    | 12-Nov-2020 | 31-Dec-2020 |
| OSD NLOS 003 a | Alerts issued to staff via Met Office.<br>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                                       | 12-Nov-2020 | 31-Mar-2021 |
| OSD NLOS 003 b | Site plans reviewed annually or following incident if appropriate.<br>Reviews usually conducted in September and agreed later in the year.   | Review of Emergency Action Plan was completed last year. Habitual fire action plan was updated in January of this year. Call out of staff after hours continues successfully through Southern Monitoring.   | Richard Gentry                                    | 12-Nov-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.<br>Captured in strategic documents e.g. CoL Tree Strategy SPD. | City's Climate Adaptation Strategy now launched   | Lucy Murphy;<br>Jake Tibbets                      | 13-Nov-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                                     | 12-Nov-2020 | 31-Mar-2021 |
| OSD TC 005 a   | Review and update plan bi-annually.<br>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;<br>Martin Hartup;<br>Andy Thwaites | 12-Nov-2020 | 31-Jan-2021 |
| 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;<br>Martin                          | 12-Nov-2020 | 01-Mar-2021 |

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|--------------|---|--|--|-----------------|-----------------|
|              |   |  | Hartup;<br>Andy<br>Thwaites                                |                 |                 |
| OSD TC 005 c | Understanding of the potential impacts of climate change on the open spaces<br>Engagement in climate change research and debate | Ongoing research and dialogue continues. Work on carbon sequestration is being progressed. | Allan<br>Cameron;<br>Martin<br>Hartup;<br>Andy<br>Thwaites | 12-Nov-<br>2020 | 01-Mar-<br>2021 |