

Appendix 2 – Open Spaces Departmental Risks

OSD Risk Register for Open Spaces & City Gardens Committee

Report Author: Martin Falder

Generated on: 01 July 2021



Rows are sorted by Risk Score

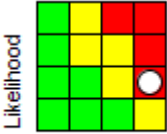
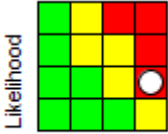

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
CR32 Wanstead Park Reservoirs (formerly OSD 013) 09-Dec-2019 Colin Buttery	<p><i>(Cause)</i> Gradual deterioration of the fabric of the reservoirs and / or excessive rain.</p> <p><i>(Event)</i> 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"> • Potential for loss of life or injury to staff/residents. • Low level flooding of the park and surrounding residential/commercial areas • Park closed for several weeks • Civil claims/financial loss claims made from residents/businesses • Adverse effect on the reputation of the City corporation (Local/national media interest) • Legal action by the Environment Agency • Requirement for significant immediate CoLC funds to repair damage 	<p>Likelihood</p> <p>Impact</p>	24	Engineering study completed November 2020. Recommended a lower level of activity required than originally envisaged. While the LRR's are classified as High risk under the Reservoirs (2010) Act their Dam Category of C or D means that the outcome of failure is relatively small. Before confirming the work required, an additional assessment of the interaction between the River Roding and Ornamental Waters is being undertaken and is expected by the end of July. 24 Jun 2021	<p>Likelihood</p> <p>Impact</p>	8	30-Jun-2024	 Constant
							Reduce	

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	• Damage to a listed landscape.					
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD 013 d	Confirm to EA that measures in the interest of safety have been completed.	The assessment is underway and a supplementary survey has been conducted, a report is expected by the end of July.	Paul Monaghan	24-Jun-2021	31-Jul-2021
OSD 013 f	Gateway 3 report requesting funding to consider the options.	Pending the outcome and recommendations within the additional assessment.	Paul Monaghan	24-Jun-2021	30-Sep-2021

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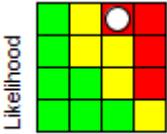
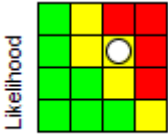

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD 004 Repair and Maintenance of Buildings and Structural Assets 30-Aug-2017 Colin Buttery	<p>This risk summarises the most pressing property maintenance risks across the Open Spaces Department.</p> <p>Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues; failure to retain expertise necessary to maintain complex buildings / sites. Reduced CWP budget and limited capital programme.</p> <p>Event: 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.</p> <p>Impact: 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.</p> <p>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.</p> <p>The actions for this risk are a summary of the most pressing Repair and Maintenance projects for the department.</p>	 <p>Likelihood</p> <p>Impact</p>	16	<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 remains at red, as we aim to manage this risk over the coming year rather than expecting to reduce it. Building risk projected to escalate due to lack of CWP programme.</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>24 Jun 2021</p>	 <p>Likelihood</p> <p>Impact</p>	16	31-Mar-2022	 Constant
							Reduce	

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.	<p>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. The project to replace cremators is complete, which will be of great benefit to the operational running of the crematorium.</p> <p>Last year saw a moratorium on most repair and maintenance works at the cemetery, which</p>	Gary Burks	24-Jun-2021	31-Mar-2022

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		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.	<p>EF are investigating investment opportunities for the Warren House for long-term sustainable use. Investment in buildings from local risk is slow but proceeding. CWP investment is low this year. We are working closely with CSD for more detailed asset management planning.</p> <p>Several significant assets are in decline and we do not have resources currently planned to address these issues. We are aiming to maintain our current position based on existing budgets and do not anticipate significant improvement in the coming year.</p>	Paul Thomson	24-Jun-2021	31-Mar-2022
OSD 004 NL	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the North London division.	<p>East Heath Car Park Resurfacing and Drainage Capital Project works commenced in April 2021. Queen's Park Toilets Capital Funding is on hold, following re-prioritisation. A Project within the Cyclical Works Programme is being progressed.</p> <p>Parliament Hill Athletics Track Capital Project is currently Amber – Deferred / on a reserve list should funding become available.</p>	Bob Warnock	24-Jun-2021	31-Mar-2022
OSD 004 P&G	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Parks & Gardens division.	<p>Playground refurbishment delayed due to COVID and scope of project has been decreased due to additional funds being unavailable for extension. However works due to start at site in September 2021. Lido will not open in 2021 as maintenance and repairs required are not economical viable. : Savills Ltd has been instructed by City Surveyors to conduct a soft market testing exercise of the Nursery site. The information gained will help to inform the options for the next stage of reporting including strategy for disposal, budget and funding approval for Members further decision in April.</p> <p>Bunhill Fields – Wall remains fenced off. City Surveyors sub-contractors are unable to make site visits.</p> <p>Finsbury Circus Reinstatement – Gateway 3 approved at projects sub 24/3/21 to progress pavilion and staff accommodation to next Gateway.</p> <p>Tower Hill Playground – in principle funding agreed by RASC to refurbish playground. Project to be progressed once funding becomes available.</p>	Martin Rodman	24-Jun-2021	31-Mar-2022
OSD 004 TBM	Projects and items contributing to the departmental Repair and Maintenance of Buildings and Structural Assets risk from the Tower Bridge & Monument division.	<p>Large renewal project for Tower Bridge required to bring electrical works up to date. This is due to start in 2021. Failure to complete these works will compromise several aspects of the bridge's operations.</p> <p>Planned maintenance regimes continue to be in place as well as 'back up electricity' supplies in the event of a power failure. For component failures the on-site team are able to respond especially where this occurs when the Bridge is in the raised position. There are also emergency response arrangements in place with our specialist contractors.</p>	Chris Earlie; Priya Nair	28-Jun-2021	31-Mar-2022

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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/Risk Approach	Current Risk score change indicator
OSD 005 Pests and Diseases 30-Aug-2017 Colin Buttery	<p>This risk summarises 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	<p>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. Work continues on Oak Processionary Moth and other significant pest & disease works seasonally.</p> <p>Target is to reduce to Amber by Autumn / Winter 2021.</p> <p>24 Jun 2021</p>	 <p>Likelihood</p> <p>Impact</p>	12	01-Nov-2021	 Increasing
							Reduce	

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	Tree safety programme has been significantly affected this year but is being prioritised for second half of 2021. Survey work has been completed. Massaria items are high priority and will take place on programme.	Geoff Sinclair	22-Jun-2021	31-Mar-2022
OSD EF 007 d	Sudden Oak Death - Yearly inspection of all Rhododendron and Larch. Tender of Larch removal (now completed). To be done yearly	As per main update.	Jeremy Dagley	22-Jun-2021	31-Mar-2022
OSD EF 007 e	Need to develop a biosecurity policy and then implement.	Biosecurity position statement was completed. Biosecurity measures remain in place for Ramorum at Warren Plantation, however wider biosecurity measures for other pathogens are yet to be determined or agreed. A report is due by end 2021.	Jeremy Dagley	22-Jun-2021	31-Mar-2022
OSD EF 008 c	Develop an INNS policy - particular focus on OPM,	No further updates. As part of the business plan, INNS policy is due for completion and review	Jeremy	22-Jun-	01-Oct-

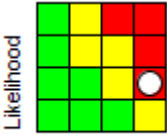
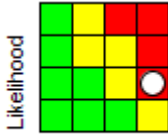
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	although other pathogens and areas of concern to be tackled.	by 2022. There are a few new species to be considered as part of that overall policy. Resources will be considered once this is complete.	Dagley	2021	2022
OSD NLOS 004 a	This action relates 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	22-Apr-2021	31-Mar-2022
OSD NLOS 004 b	This action relates to the identification and treatment against Oak Processionary Moth in the North London division.	As per the main update, the threat of OPM across the North London Division is not diminishing. We continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.	Richard Gentry	26-Apr-2021	01-Apr-2022
OSD P&G 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is continuing. Info on training shared through HSI, Equalities Board, SLT, and other avenues. OPM identification and management training was planned for spring 2020, but has been delayed due to COVID restrictions. We aim to restart as soon as guidance allows. Online training is taking place.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Tree inspections for Summer 2020 and Spring 2021 completed and resultant works being carried out. Annual programme is in place for cyclical inspections and is being met.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
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.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD TC 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing. Training needs reviewed at regular team meetings, and proactively promoted via HSI and other corporate boards. Needs also reviews at 6 monthly divisional H&S meetings.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022
OSD TC 004 b	Annual tree inspections undertaken through qualified personnel	Ongoing. Inspections continue on a schedule basis or if-and-when the need arises.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022
OSD TC 004 c	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022
OSD TC 004 d	Measures in place for staff, volunteers and contractors	Ongoing. Tick / lyme disease information cards produced for volunteers / contractors / visitors	Allan	23-Jun-	31-Mar-

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	including public messages	to Ashtead Common.	Cameron; Martin Hartup; Andy Thwaites	2021	2022
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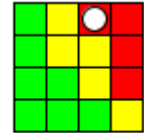
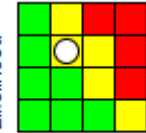

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies 30-Aug-2017 Colin Buttery	<p>This risk summaries the water body management and 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>	16	<p>This remains at red. Details of management of water bodies are held under local divisional risk registers and the sub-actions.</p> <p>Target score has been raised to Red, as we do not expect this risk to reduce in the coming year. We accept the risk and aim to maintain it at the current level.</p> <p>24 Jun 2021</p>	 <p>Likelihood</p>	16	31-Mar-2022	Constant
							Reduce	

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.	Martin Newnham; Geoff Sinclair	22-Jun-2021	31-Mar-2022
OSD EF 004 c	Weekly inspection of reservoirs / dam.	Ongoing action. Blue books being completed at agreed intervals.	Martin Newnham	22-Jun-2021	08-Apr-2022
OSD EF 004 e	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	As per main update.	Geoff Sinclair	22-Jun-2021	31-Oct-2023
OSD TC 006 a	Project development work on pond embankments.	Investigation works undertaken October 202 - March 2021. Leak and outflow repair plans to be drawn up by DBE officers and costings obtained to allow fundraising options to be	Martin Hartup	23-Jun-2021	31-Dec-2022

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		explored.			
OSD TC 006 b	Ongoing monitoring and inspection works.	All water bodies are now actively monitored by local team in line with annual H&S work programmes.	Martin Hartup	23-Jun-2021	31-Mar-2022

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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/Risk Approach	Current Risk score change indicator
OSD 012 Budget Reduction & Income Loss Summary Risk	<p><i>Cause:</i> 12% budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. Additional income losses across the Department if more lockdown regulations applied. Fewer people dying and requiring burials.</p> <p><i>Event:</i> Inability to meet approved budgets; staff restructures resulting in redundancies, lowering of service standards, cessation of multiple services, reduction in essential repairs and maintenance.</p> <p><i>Impact:</i> Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).</p>	 <p>Likelihood</p> <p>Impact</p>	<p>16</p>	<p>OSD 012 has been reactivated and re-baselined in response to increased budgetary risks across the department. Some of these are COVID-related due to reduced income on visitor attractions & services, but we are also dealing with a number of other factors.</p> <p>At The Commons, the Rural Payments Agency is reassessing our agreed grant. There is the potential to reduce it by 75% which would cause a significant funding gap.</p> <p>The 12% budget reductions have been planned but £250k remain unidentified at present due to the TOM process being delayed. We are also facing costs of restoring sites after COVID and the rollout of ULEZ to a wider area, which will require investment in a new fleet of vehicles. These factors could lead to the closure/reduction of services or loss of staff, with a commensurate reputational and financial impact on the CoL.</p> <p>This risk has been set to Red (16) to reflect the current likelihood and impact of the risk occurring. The target has been set to Amber (6) for March 2022, although this is contingent on the identification of TOM-related savings upon the arrival of the new Executive Director.</p>	 <p>Likelihood</p> <p>Impact</p>	<p>6</p>	<p>31-Mar-2022</p>	

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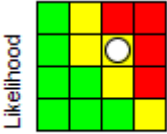
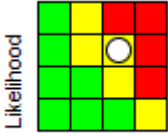
29-Jan-2019 Colin Buttery				30 Jun 2021			Reduce	Increasing
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD 012 a	Departmental actions taken to mitigate this risk. This is a summary action; further divisional actions are below.	<ul style="list-style-type: none"> • A number of posts are being held vacant in preparation for the TOM. • TOM working group established in OSD to progress background work in anticipation of new Exec Director. • We are meeting regularly with Chamberlains to forecast budgets. • ULEZ rollout is being managed successfully at Parks & Gardens. Procurement on other sites remains a risk. • Negotiating with Natural England and RPA re old/veteran tree works grant. 	Gerry Kiefer	30-Jun-2021	31-Mar-2022
OSD EF 016 a	Apply for funding from the RPA - annual process	<p>Basic Payment Scheme's gradual decline has been profiled to zero by 2027. The 2021 BPS application has been made on time and expected income this year should be around £101k, compared with £127k in previous financial year. We are looking at different funding mechanisms, particularly on the buffer lands, relating to the Climate Action Strategy and other agri-environment grant systems. For the Forest, the impact of BPS reductions is more likely to be covered by other kinds of income generation outside of agri-environment, as far as we can see at this stage.</p> <p>However, the new Forestry Commission grants and carbon code related grant mechanisms will also be carefully examined.</p>	Jeremy Dagley	22-Jun-2021	31-Mar-2022
OSD EF 016 e	Working budget reduction targets for next 3 years.	Savings programmed in to this financial year rely heavily on income from car parking but EF still has about £35k an unallocated savings.	Paul Thomson	22-Jun-2021	31-Mar-2022
OSD P&G 003 a	Management of budgets & projects to reduce impact on sites and services.	As per main update.	Martin Rodman	23-Jun-2021	31-Mar-2022
OSD TBM 009a	Maintain communications within the industry and trade associations who report trends and areas of any concern.	Communications continue to be maintained with the industry and trade associations who report trends and areas of any concern	Chris Earlie; Priya Nair	27-May-2021	30-Sep-2021
OSD TC 007 a	Seek clarity/advice from RPA on the above Monitor review of latest RPA advice and procedures	Currently drafting Countryside Stewardship grant applications for Ashted Common and West Wickham & Coulsdon Commons. This leaves a funding vacuum of 12 months.	Allan Cameron; Martin Hartup;	23-Jun-2021	30-Mar-2022

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			Andy Thwaites		
OSD TC 007 c	Seek clarity/advice from RPA/Natural England (NE) and agree any possible mitigation to limit the negative impacts of proposed changes in payments, for the existing Countryside Stewardship Scheme (CSS) agreement, for Burnham Beeches and Stoke Common (BBSC).	A 10 year CSS grant funding agreement was secured for BBSC in 2019/20 – however in 2021 the RPA has revised guidance criteria on one grant item - BE6, payments relating to old/veteran tree works. These changes could result in a reduction in annual grant payments to BBSC of around 75% for the next 8 years. This would result in serious and ongoing funding gap of around £40k/year. Negotiations to try and resolve /mitigate this position are in progress with Natural England and the RPA, however it is uncertain that the negotiations will fully achieve the highlighted shortfall, if at all.	Martin Hartup	24-Jun-2021	31-Mar-2022

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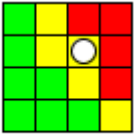
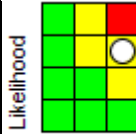

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OSD 006 Impact of development 30-Aug-2017 Colin Buttery	<p>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department.</p> <p>Cause: Pressure on housing and infrastructure in London and South 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.</p> <p>Event: Major development near an open space</p> <p>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.</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	<p>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.</p> <p>In the event of a budget reduction leading to a loss of posts dedicated to this role, this will increase to a red risk. We are currently facing issues with development at Whipps Cross at Epping Forest and Murphy's Yard in North London, which may also escalate this risk. Actions related to these items are held on divisional risk registers.</p> <p>24 Jun 2021</p>	 <p>Likelihood</p> <p>Impact</p>	12	30-Apr-2021	Constant
							Reduce	

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.	Good progress as the SAC oversight group has now met monthly since January 2021. We are now close to agreeing governance, finance, and a package of mitigation measures. There are nine local authorities involved and Natural England is chairing the meetings with the full involvement of the GLA.	Jeremy Dagley	22-Jun-2021	31-Mar-2022
OSD EF 010 c	Development and ongoing work on the Forest Transport Strategy	Limited progress has been made in relation to specific sustainable transport initiatives. Dialogue has begun with EFDC's Sustainable Transport Manager (appointed 2020) with a view to engaging with the highways authorities, both London and Essex in the near future on a	Jeremy Dagley	22-Jun-2021	31-Mar-2022

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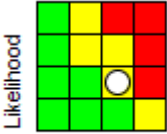
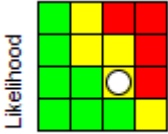

		more integrated strategy. An element of this is developing in the form of a proposed clean air zone within EFDC's area.			
OSD NLOS 011 a	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet, Brent and Haringey in regard to planning issues which may impact the open spaces.	Ongoing, division to make representation as necessary. Stakeholders, e.g. Consultative Group and Hampstead Heath, Highgate Wood and Queen's Park Committee updated as appropriate.	Richard Gentry	22-Apr-2021	31-Mar-2022
OSD NLOS 011 b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. Response to planning issues as necessary. No change. Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary.	Richard Gentry	22-Apr-2021	31-Mar-2022
OSD NLOS 011 c	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	Ongoing. Response to planning issues as necessary. Relevant planning applications are monitored. No change. Stakeholders, e.g. Consultative Groups, Hampstead Heath, Highgate Wood and Queen's Park Committee are updated when necessary.	Richard Gentry	22-Apr-2021	31-Mar-2022
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; Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
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	23-Jun-2021	31-Mar-2022
OSD TC 002 a	Inclusion in core strategy planning documents or equivalent. 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 with Bucks council completed and projects within in underway. Plan / mitigation strategy still a work in progress with Slough BC. Watching brief with other local authorities.	Hadyn Robson	23-Jun-2021	31-Mar-2022
OSD TC 002 b	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing and/or as and when.	Planning for implementation of section 106 funded project on air quality work.	Hadyn Robson	23-Jun-2021	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

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/Risk Approach	Current Risk score change indicator
OSD TBM 001 The effect of a major event in central London on the tourism business at Tower Bridge and Monument 09-Mar-2015 Chris Earlie; Priya Nair	Cause: A major event which leads to a downturn in tourism in central 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	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. 24 Jun 2021	 Likelihood	12	31-Mar-2022	 Constant
							Reduce	

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; Priya Nair	25-Jun-2021	30-Sep-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; Priya Nair	27-May-2021	30-Sep-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 2020-2021 and exceptional training is provided on an ongoing basis. Daily briefings also highlight any on-going/ current issues. Ongoing action.	Chris Earlie; Priya Nair	27-May-2021	30-Sep-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/Risk Approach	Current Risk score change indicator
OSD 001 Health & Safety 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>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 imminently. We accept this risk as a necessary part of our daily work.</p> <p>24 Jun 2021</p>	 <p>Likelihood</p> <p>Impact</p>	8	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 001 a	Regular reviews of risk assessments and safe systems of work are undertaken.	This is an ongoing action which has continued as usual throughout the year.	Gary Burks	25-Jun-2021	31-Mar-2022
OSD CC 001 b	Investigations undertaken and learning taken from all accidents and incidents and near misses. Training and development of staff	This is an ongoing action which has continued as usual throughout the year.	Gary Burks	25-Jun-2021	31-Mar-2022
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. Some training items were delayed or deprioritised due to COVID-related complications. Training matrix link to induction and new starters is in place but still embedding as BAU.	Jo Hurst	22-Jun-2021	31-Mar-2022
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	22-Jun-2021	31-Mar-2022
OSD EF 001 f	H&S checks undertaken annually for all refreshments and	Annual licensee checks are underway. New tenancies are being negotiated. We are	Jo Hurst	22-Jun-	31-Mar-

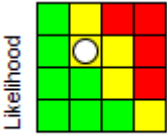
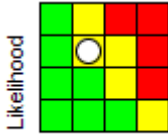

Appendix 2 – Open Spaces Departmental Risks

	food outlets under licence in the forest, excluding ice cream vans	concentrating on catering outlets where there are specific issues around hygiene ratings and other issues. Intent is to extend to all commercial tenants. Following incident at fairground June 2021, we are reviewing responsibilities and appropriate levels of monitoring, working with Local Authority Safety Advisory Group.		2021	2022
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 contribute to the OS Certificate of Assurance.	Richard Gentry	22-Apr-2021	31-Mar-2022
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	22-Apr-2021	31-Mar-2022
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; Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
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. P&G team are reviewing new corporate guidance to see if we need to update our local guidance.	Patrick Hegarty; Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
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. 2021 review due in October / November.	Patrick Hegarty	23-Jun-2021	30-Nov-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. We are investigating corporate options for this training as programme begins to restart. First Aid certification has been extended in light of this.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 001 e	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	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 undertaken. One to one conversations are being had to ascertain people's work preferences and plans to return to offices. Programme of reopening offices has started.	Martin Rodman	23-Jun-2021	31-Mar-2022
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. West Ham Park and City Gardens are very busy and may increase as weather improves.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022

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OSD TBM 010a	Following receipt of initial survey identify an action plan and implement asap.	Introduction of improved safe systems of works and preparation of escape plans are in progress. Works are also required to the infrastructure which are subject to Historic England approval. We are working with the City Surveyors to deliver. Consultant has been engaged for a further 6 months due to the extent and nature of the works.	Chris Earlie; Priya Nair	25-Jun-2021	31-Dec-2021
OSD TC 001 a	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing	This is an ongoing action. Review of H & S Action Plan at monthly SMT meetings and Quarterly Divisional H & S meetings. Attendance and reporting at quarterly departmental health and safety meetings. This has been maintained over the past year, although pressure on staff has increased due to current situation.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022

Appendix 2 – Open Spaces Departmental Risks

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/Risk Approach	Current Risk score change indicator
OSD 002 Extreme weather & climate change 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>	6	Risk remains at Amber. We continue to actively monitor extreme weather and climate change issues. Actions are held on divisional risk registers. 24 Jun 2021	 <p>Likelihood</p>	6	31-Mar-2022	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD CC 010 a	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. This is managed through: <ul style="list-style-type: none"> • Tree inspections • Maintain staff with chainsaw qualifications 	Ongoing monitoring action. As previously: <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. • 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. No change, with 3,500 trees around the site, the risks associated with high winds remain.	Gary Burks	27-Apr-2021	31-Jul-2022
OSD EF 009 h	Grass & Heathland Fire	Nine site-specific wildfire response plans have been signed off by the respective Fire & Rescue Services. However, site inspections by junior fire officers are still planned at the	Martin Newnham	22-Jun-2021	01-Nov-2021

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		London sites to check access routes and other infrastructure in liaison with Forest Keepers. With Essex Fire & Rescue Service, a July/August site visit has been arranged to examine infrastructure of heathland sites.			
OSD NLOS 003 a	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event	No change. Trigger Event Policy embedded in to 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.	Bob Warnock	22-Apr-2021	31-Mar-2022
OSD NLOS 003 b	Site plans reviewed annually or following incident if appropriate. Reviews usually conducted in September and agreed later in the year.	Emergency action plan is in place. Reviewed annually or after emergency incident. No change.	Richard Gentry	22-Apr-2021	31-Mar-2022
OSD P&G 005 a	Increased variety of species planted in order to ‘spread the risk’, e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	P&G are actively working with the Climate Action Strategy Group to research and develop a plant species list.	Lucy Murphy; Jake Tibbets	23-Jun-2021	31-Mar-2022
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	23-Jun-2021	31-Mar-2022
OSD TC 005 a	Review and update plan bi-annually. Habitat fire management and monitoring policies and plans in place and link to staff training and local emergency services	Site maps currently under construction in collaboration with local fire services.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022
OSD TC 005 b	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	The sites continue to monitor and respond to warnings of extreme weather.	Allan Cameron; Martin Hartup; Andy Thwaites	23-Jun-2021	31-Mar-2022
OSD TC 005 c	Understanding of the potential impacts of climate change on the open spaces	Ongoing research and dialogue continues. Work on carbon sequestration is being progressed.	Allan Cameron;	23-Jun-2021	31-Mar-2022

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	Engagement in climate change research and debate		Martin Hartup; Andy Thwaites		
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a	to accommodate other P&G sites (primarily West Ham Park).	WHP: Replacement road sweeper ordered and awaiting delivery. Replacement van desired model procurement framework pre-approved. Awaiting placement of order.	Murphy; Jake Tibbetts	2021	2021
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