

Committee(s): Open Spaces and City Gardens Committee (Decision) West Ham Park Committee (Decision)	Dated: 13/7/2021 13/7/2021
Subject: Open Spaces and City Gardens Risk Management Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1 / 5 / 12
Does this proposal require extra revenue and/or capital spending?	N
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Colin Buttery, Director of Open Spaces	For Decision
Report author: Martin Falder, Project Support Officer, Open Spaces	

Summary

This report provides the Open Spaces and City Gardens Committee and the West Ham Park Committee with an update on the management of risks faced by the Open Spaces Department and across the City Gardens and West Ham Park division. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. It is also reviewed regularly by the Management team of City Gardens and West Ham Park.

The department reports on the following ten risks:

- OSD 001 – Health and safety (Amber)
- OSD 002 – Extreme weather and climate change (Amber)
- OSD 004 – Repair and Maintenance of Buildings and Structural Assets (Red)
- OSD 005 – Pests and diseases (Red)
- OSD 006 – Impact of development (Amber)
- OSD 007 – Maintaining the City's water bodies (Red)
- OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument (Amber)
- OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Green) (Proposed for removal)
- OSD 012 – Budget Reduction & Income Loss Summary Risk (Red) (Reactivated risk)
- CR32 – Wanstead Park Reservoirs (Red) (Corporate risk)

There are nine risks identified for City Gardens and West Ham Park (Parks and Gardens). Seven are amber, and two are red.

Risks related to COVID-19 are managed corporately under a separate risk register. Risks relevant to this committee have been attached at Appendix 6 for information.

Recommendation

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

- Approve the Departmental risk register as outlined in this report and at Appendix 2
- Approve the removal of OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk, as outlined at paragraph 15
- Approve the reactivation of OSD 012 – Budget Reduction & Income Loss Summary Risk
- Approve the City Gardens elements of the City Gardens and West Ham Park risk register at Appendix 3

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

- Approve the West Ham Park elements of the City Gardens and West Ham Park risk register as outlined in this report and in Appendix 3

Main Report

Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Open Spaces Committee is presented with relevant risk registers twice a year which fulfils this requirement.

Current Departmental Position

4. Appendix 2 shows the Departmental risks. Officers are undertaking a range of actions at a divisional level to align the 'current departmental risk score' with the 'target score'. The Departmental risk register provides cross references to the relevant divisional risks and lists the actions which are being taken to manage the risk, together with a 'latest note' on progress.
5. Risks are assessed regularly by the Senior Leadership Team (for departmental risks) and divisional management teams (for divisional risks). The Departmental risks are, in most cases, an amalgamation of risks identified elsewhere, intended to give a position statement for the department overall. Most sub-actions are managed divisionally.
6. The Epping Forest & Commons, Hampstead Heath, Highgate Woods & Queen's Park, Port Health & Environmental Services, Culture, Heritage & Libraries

Committees and Bridge House Estates Board receive their relevant divisional risk registers in separate reports.

7. Risks related to COVID-19 are managed corporately under a separate risk register. Risks relevant to this committee have been attached at Appendix 6 for information. Once lockdown has formally concluded, we will look into merging elements of this risk register into our primary departmental risk register.

Changes to Current Risk Scores

8. Seven departmental risks remain unchanged from the previous report agreed on 2 December 2020. One risk (OSD 005 – Pests and diseases) has escalated to Red, although this is a seasonal fluctuation which is expected as part of the risk. One risk has reduced to Green and is proposed for removal, and one has been reactivated at Red. These risks are summarised below, along with their rating and score. Full details about the current risk status and the actions being taken divisionally to manage or reduce these risks can be found at Appendix 2.
9. OSD 001 – Health and safety (Amber, 8) represents the health and safety risks involved in the work of the Open Spaces department. This remains at Amber, and can be escalated if necessary. The target remains at the same level as the current risk, and we accept this level of risk.
10. OSD 002 – Extreme weather and climate change (Amber, 6). The current and target score remain at the same level, and we accept this as an ongoing risk involved in the work of the department.
11. OSD 004 – Repair and Maintenance of Buildings and Structural Assets (Red, 16). This risk score remains at red due to the current CWP budget and the mounting bow wave of works which we do not have the resources to address. The target score for this risk remains at Red (16). We are focused on maintaining at the current level of risk, and do not anticipate being able to reduce the risk score within this financial year.
12. OSD 005 – Pests and diseases (Red, 16). This risk has been assessed and escalated in line with our previously-agreed six-monthly target schedule, whereby we aim to reduce the risk to Amber (12) by winter via a programme of remedial works, including OPM spraying and Massaria surveys. We then expect this to escalate again to Red by spring of next year.
13. OSD 006 – Impact of development (Amber, 12). This item remains at the level previously reported due to the careful monitoring of planning decisions by officers. The target score is the same as the current score. We accept this level of risk at present.
14. OSD 007 – Maintaining the City's water bodies (Red, 16). This remains at the same level as previously reported. The target score has been raised to Red, however, as we no longer anticipate being able to reduce this risk to Amber within the coming year. We accept the risk and aim to maintain it at the current level.
15. OSD 010 – Ultra Low Emission Zone (ULEZ) Fleet Purchase Risk (Green, 4). The rollout of ULEZ stage one was successfully managed by the Parks & Gardens

division and the expansion of the boundary in October 2021 will impact several other sites. This risk is proposed for removal, as it is being managed divisionally. Financial aspects of this risk which may have a broader departmental impact are being included in OSD 012.

16. OSD 012 – Budget Reduction & Income Loss Summary Risk (Red, 16). This risk was previously reported on and then removed in 2019. It has been reactivated in response to increased budgetary risks across the department. These include the 12% savings, of which several are unidentified TOM-related savings, and a potential reduction by 75% of grant funding by the Rural Payments Agency at The Commons. The target score for this risk is to reach Amber (6) by March 2022, although this is contingent on TOM-related savings being achieved upon the arrival of the new Executive Director.
17. OSD TBM 001 – The effect of a major event in central London on the tourism business at Tower Bridge and Monument (Amber, 12). Regular meetings held with the CoLP Counter Terrorism Section indicate this remains at Amber. The target score remains at the same level as the current score at present.
18. CR 32 – Wanstead Park Reservoirs (Red, 24). This is a Corporate-level risk included in this report for information, as it is managed as part of the Corporate risk register. If works proceed on schedule, we aim to reduce this risk to Amber (8) by June 2024.

Current Parks and Gardens Position

19. There are nine risks identified across City Gardens and West Ham Park. Six are amber, two are red, and one is green. The divisional risks are:
 - OSD P&G 001, Increase in Health and Safety incidents / Catastrophic Health & Safety failure (Amber, 8)
 - OSD P&G 002, Maintenance of buildings, memorials, play areas and equipment (Red, 16) (Increased from Amber, 12)
 - OSD P&G 003, Finance - Budget reductions implications (Red, 16)
 - OSD P&G 004, Tree Diseases and other pests (Amber, 12)
 - OSD P&G 005, Climate and Weather (Amber, 6)
 - OSD P&G 006, Public Behaviour (Amber, 6) (Reduced from Amber, 12)
 - OSD P&G 007, Population Increase (Amber, 8) (Reduced from Amber, 12)
 - OSD P&G 008, Major Incident resulting in prolonged 'access denial' (Amber, 8) (Reduced from Red, 12)
 - OSD P&G 009, Ultra-Low Emissions Zone (Amber, 8) (Increased from Green, 4)The detail of the individual risks is shown in Appendix 3.
20. This risk register was last reported to committee on 16 July 2020. Since this date, 2 risks have increased, 3 have decreased, and 4 have remained at the same level. The details of the risks which have changed position are summarised below.
21. OSD P&G 002, Maintenance of buildings, memorials, play areas and equipment has increased from Amber (12) to Red (16). The lack of investment in building and infrastructure maintenance over the past few years has greatly increased bow wave issues and the potential for a major failure of one of our assets. The risk has

therefore increased to Red. The target score has also risen to Red (16) as we do not currently have a path to remediation of these issues.

22. OSD P&G 006, Public Behaviour has reduced to Amber (6) from Amber (12). COVID-related pressures on sites have begun to ease, and measures put in place to manage these issues have largely been successful, and we are therefore confident this risk can now be reduced to reflect this work. The risk is now once again aligned with the target score of Amber (6).
23. OSD P&G 007, Population Increase has reduced to Amber (8) from Amber (12). This risk was escalated to reflect the increased visitor pressure experience by sites during the pandemic, and has now been reduced as measures have lifted. Secondary impacts are still being established, but the risk is now aligned with the target score of Amber (8).
24. OSD P&G 008, Major Incident resulting in prolonged 'access denial' has reduced to Amber (8) from Red (16), as lockdown measures have now largely been lifted with regards to our sites and we are gradually returning to normality. We will continue to monitor restrictions and manage resources accordingly. The risk is now aligned with its target of Amber (8).
25. OSD P&G 009, Ultra-Low Emissions Zone has increased from Green (4) to Amber (8), as we are preparing for the expansion of the ULEZ zone to include West Ham Park in Autumn 2021. We expect to be fully compliant and achieve our target of Green (4) before 1 November 2021, but have escalated the risk to recognise that some of the required fleet has been procured but has not yet arrived on site. Once these vehicles arrive, the risk will reduce to Green.
26. The chart in Appendix 5 shows the current Parks and Gardens risk position and the target scores.

Corporate & Strategic Implications

27. The Departmental and divisional risk registers will help us achieve the Corporate Plan 2018 – 2023 aim to:
 - Shape outstanding environments
 - Contribute to a flourishing society

Within which they will help deliver the outcomes:

 - We have clean air, land and water and a thriving and sustainable natural environment.
 - Open spaces are secure, resilient and well-maintained.
 - People are safe and feel safe
28. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department's Business top line objectives and associated outcomes:
 - A. Open spaces and historic sites are thriving and accessible.
 - B. Spaces enrich people's lives.
 - C. Business practices are responsible and sustainable.

Conclusion

29. The need to systematically manage risk across the Department and at a divisional level for City Gardens and West Ham Park is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – City Gardens and West Ham Park Divisional Risk Register
- Appendix 4 – Departmental Risk Score & Target Matrix
- Appendix 5 – City Gardens and West Ham Park Risk Score & Target Matrix
- Appendix 6 – Covid-19 Risks Relevant to the Open Spaces Department
- Appendix 7 – Risk History Report

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