

## Appendix 3 – Parks & Gardens Risk Register

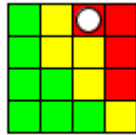
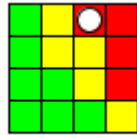
## OSD Parks and Gardens (WHP & CG) Risk Register

**Report Author:** Martin Falder

Generated on: 25 June 2021



Rows are sorted by Risk Score

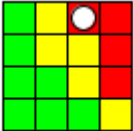
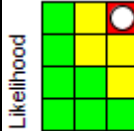

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment	<p><b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues</p> <p><b>Event:</b> Operational or public buildings, playground equipment and other assets become unusable</p> <p><b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme. Lack of budget to replace.</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>Lack of investment in building &amp; infrastructure maintenance over the past few years has greatly increased bow wave issues and potential for major failures in the future. The risk has risen to Red as a result.</p> <p>Target score has risen to Red in order to reflect that we do not currently have a path to remediation on these issues.</p> <p>WHP: Nursery site surveys are being undertaken including, asbestos, remediation, topographical and utilities for disposal options.</p> <p>P&amp;G: A new process for inspections and monitoring will be implemented in the next few months.</p> <p><b>23 Jun 2021</b></p>	 <p>Likelihood</p> <p>Impact</p>	16	31-Mar-2022	↑
25-Nov-2015 Stella Fox;							Reduce	Increasing

## Appendix 3 – Parks & Gardens Risk Register

Martin Rodman							
---------------	--	--	--	--	--	--	--




Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
OSD P&G 002 a	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	On site reactive work on operational buildings continuing to be monitored and issues fed back at Client Liaison meetings.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 002 b	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	Lodge defects reported and rectified as breakdown but no formal inspection due to Covid. Planned for Autumn.	Martin Rodman; Jake Tibbets	23-Jun-2021	30-Nov-2021
OSD P&G 002 c	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed quarterly at the P&G client Liaison Meeting. Ongoing action.	Martin Rodman	23-Jun-2021	31-Mar-2022
OSD P&G 002 f	Development of detailed design and implementation of the new playground project at West Ham Park.	Still aiming for start in Autumn 2021 with completion spring 2022 to help reduce risk and future maintenance liability.	Martin Rodman	23-Jun-2021	31-Mar-2022

## Appendix 3 – Parks & Gardens 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/Risk Approach	Current Risk score change indicator
<b>OSD P&amp;G 003</b> <b>Finance - Budget reductions implications</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues <b>Event:</b> Division is unable to deliver budget reduction programmes to agreed targets and timescales. Adverse workload impact on service delivery. Closure of the Nursery at WHP <b>Impact:</b> Divisional failure - Alternative savings required that may not best suit culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver 'existing level of services' declines. Negative press, reputational damage.	 Likelihood Impact	16	Budgets likely to be overspent due to need to bring in additional staff to cover for those off sick and isolating during COVID periods and additional tree works. Inability to retain and attract staff due to imposed fixed-term contracts.  12% budget reductions for 21/22 Financial Year currently unaccounted for in City Gardens resulting in likely overspend at outturn due to inability to implement restructure pending TOM. This has been flagged to the Chamberlain.  Target score has increased to meet current risk score, as we are not currently able to mitigate this position.  <b>23 Jun 2021</b>	 Likelihood Impact	16	31-Mar-2022	  Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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

## Appendix 3 – Parks & Gardens Risk Register

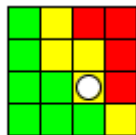


Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>OSD P&amp;G 004 Tree Diseases and other pests</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc <b>Event:</b> Sites become infected by plant or tree diseases <b>Impact:</b> Threat to human health, either directly or indirectly. Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance.	 Likelihood Impact	<b>12</b>	As per the departmental risk register, we expect this risk to be higher in spring and lower in winter. This risk is to be reviewed six-monthly.  We may need to increase risk levels as Caterpillars are likely to be active from March onwards so will continue to monitor.  In addition, tree assessor has recommended strategic tree removal programme in order to reduce future risk from massaria and minimise unnecessary expenditure.  <b>23 Jun 2021</b>	 Likelihood Impact	<b>8</b>	01-Nov-2021	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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.	Martin Rodman; 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.	Martin Rodman; 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.	Martin Rodman; Jake	23-Jun-2021	31-Mar-2022

**Appendix 3 – Parks & Gardens Risk Register**

			Tibbets		
--	--	--	---------	--	--

## Appendix 3 – Parks & Gardens Risk Register


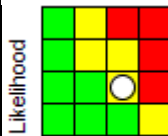

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
<b>OSD P&amp;G 001</b> <b>Increase in Health and Safety incidents/Catastrophic Health &amp; Safety failure</b> 25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. <b>Event:</b> Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. <b>Impact:</b> Injury to staff, volunteer(s), contractor(s) or member of the public. Prosecution and fine by HSE and/or Police; increased insurance premiums; harm to City's reputation.	 Likelihood Impact	8	Priority has been review of RA and SSOW in light of COVID and changing government guidance. Work on Health and Safety statement for City Gardens has been completed and has been shared with WHP.  <b>23 Jun 2021</b>	 Likelihood Impact	8	31-Mar-2022	 Constant
							Reduce	

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
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; 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; 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.		Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 001	Clear role and responsibilities set out in documentation	COVID risks assessments for staff duties and workplaces to ensure that they are COVID safe.		Martin	23-Jun-	31-Mar-

### Appendix 3 – Parks & Gardens Risk Register

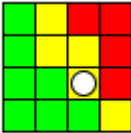
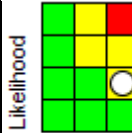

e	and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Messaging to public re-government guidance to help prevent the spread of the disease. Review of all RA concerning the public use of facilities including 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.	Rodman	2021	2022
---	---	--	--------	------	------

## Appendix 3 – Parks & Gardens 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/Risk Approach	Current Risk score change indicator
<b>OSD P&amp;G 007 Population Increase (residential and worker)</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Pressure on planning authorities to meet housing targets and needs <b>Event:</b> Population increases and increased worker numbers in Square Mile creating increased pressure on green space and facilities <b>Impact:</b> Increase in visitor numbers causing additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	 Likelihood	8	Impact of lockdown on sites has led to a huge increase in visitor numbers at WHP, and a marked decrease in City Gardens daytime user population. This risk has been reassessed to better reflect current population and visitor numbers at both sites.  Current score has been reduced to Amber, 8, and target score has also been changed to Amber, 8, as we currently accept this level of risk. However, if there are future lockdowns or planning issues related to population increase, we will again raise this risk up to Amber, 12, or above as appropriate.  <b>23 Jun 2021</b>	 Likelihood	8	31-Mar-2022	  Decreasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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.	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

## Appendix 3 – Parks & Gardens 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/Risk Approach	Current Risk score change indicator
<b>OSD P&amp;G 008 Major Incident resulting in prolonged 'Access Denial'</b>  09-Jun-2016  Stella Fox; Martin Rodman	<b>Causes:</b> Pandemic; deliberate act of terrorism. <b>Event:</b> Major incident, terrorism.; evacuation of East London; aircraft crash; failure of underground services. <b>Impact:</b> Multiple loss of life; inability to access and manage sites; long-term damage to personnel team, sites, assets and reputation.	 Likelihood Impact	8	Risk has been reduced to normal levels as lockdown restrictions have eased with regards to our sites. We will continue to monitor changes to lockdown levels and manage resources accordingly.  <b>23 Jun 2021</b>	 Likelihood Impact	8	31-Mar-2022	  Decreasing
							Reduce	

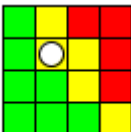
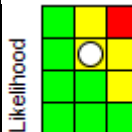

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
OSD P&G 008 a	Review and update emergency plan	Emergency plan has been put into active use throughout the Coronavirus pandemic. Schedule a review of document in 2021 following its use.		Martin Rodman	23-Jun-2021	01-Nov-2021
OSD P&G 008 b	Attendance at Resilience Forum and dissemination of learning therefrom. Attendance at Public Realm Security Advisory Board bi-monthly	Superintendent is Departmental representative. Actions and implications are fed back to team and wider department, helping inform decision-making and awareness.		Martin Rodman	23-Jun-2021	31-Mar-2022
OSD P&G 008 c	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	City Gardens staff attended terrorism awareness training. On agenda at divisional H&S meeting.  Corporate e-learning on ACT has been rolled out to all staff.		Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022

## Appendix 3 – Parks & Gardens 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/Risk Approach	Current Risk score change indicator
OSD P&G 009 Ultra-Low Emissions Zone          15-Mar-2019 Martin Rodman	<i>Cause:</i> Change to legislation requires broad-reaching replacement of fleet. Insufficient budget allocated to this process combined with corporate green energy procurement regulations. <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. <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.	<div>Likelihood</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	8	We have achieved our target on ULEZ as fleet is now compliant in the City. However, there are further issues to resolve regarding diesel and electric vehicles. ULEZ zone will increase to include West Ham Park in Autumn 2021. Fleet has been procured for WHP to reach compliance, but is not in place yet.  Risk will remain at Amber until vehicles arrive and are in place.  <b>23 Jun 2021</b>	<div>Likelihood</div> <div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	4	01-Nov-2021	<div><div></div></div>
								Constant


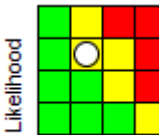

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
OSD P&G 009 a	Replacement of non-compliant vehicles. Action re-opened to accommodate other P&G sites (primarily West Ham Park).	CG: Fleet fully compliant.  WHP: Replacement road sweeper ordered and awaiting delivery. Replacement van desired model procurement framework pre-approved. Awaiting placement of order.			Martin Rodman; Jake Tibbets	23-Jun-2021	01-Nov-2021

## Appendix 3 – Parks & Gardens 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/Risk Approach	Current Risk score change indicator
<b>OSD P&amp;G 005 Climate and Weather</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced <b>Event:</b> Severe weather/climate impacts at one or more sites <b>Impact:</b> Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of habitats and species.	 Likelihood	<b>6</b>	Extreme Weather Policy was rolled out in January 2020 and has used several times due to recent storms. This improves our ability to reduce risk by closing sites before extreme weather events occur.  The risk remains at previous downgraded level (Amber, 6) as we have maintained a steady position on this risk. We accept the current level of risk.  <b>23 Jun 2021</b>	 Likelihood	<b>6</b>	31-Mar-2022	 Constant
							Reduce	

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
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.			Martin Rodman; 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

## Appendix 3 – Parks & Gardens 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/Risk Approach	Current Risk score change indicator
<b>OSD P&amp;G 006 Public Behaviour</b>  25-Nov-2015 Stella Fox; Martin Rodman	<b>Causes:</b> Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. <b>Event:</b> litter, dog fouling, dog attacks, public incursions, anti-social behaviour <b>Impact:</b> Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour	 Likelihood Impact	<b>6</b>	Since the changes to lockdown restrictions, public behaviour has noticeably improved on our sites. However, return of public to the square mile has had an impact on the City Gardens sites (which were previously less affected) and there has been an increase in antisocial behaviour around the St Paul's area. Police are actively managing this issue at present.  Nonetheless, we have reduced this risk to Amber, 6, as the most significant issues have receded. We will continue to monitor and escalate as necessary. We accept the current level of risk.  <b>23 Jun 2021</b>	 Likelihood Impact	<b>6</b>	31-Mar-2022	  Decreasing
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
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.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022
OSD P&G 006 c	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	DCOs are in place at WHP but not available within CG. Antisocial behaviour involving dogs is managed in City Gardens using Park Guard to monitor and enforce at key City problem sites. We are doing a review of signage to ensure information is available to the public, and are informing police where there have been significant issues.	Martin Rodman; Jake Tibbets	23-Jun-2021	31-Mar-2022

**Appendix 3 – Parks & Gardens Risk Register**

		Increase in dog ownership during lockdown is having an affect on sites.			
--	--	---	--	--	--