

City Gardens Risk Register (excluding completed actions)

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Generated on: 05 September 2022



Rows are sorted by Risk Score

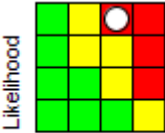
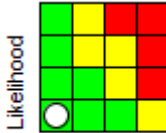
Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 010 Finance - Budget pressure	<p>Cause: Delayed implementation of the new Target Operating Model (TOM) and pay award requirements.</p> <p>Event: Continued payment of salaries for redundant staff; reduced staff numbers and associated opportunities for income generation; increased salary costs for staff entitled to a pay award increase.</p> <p>Effect: Inability to deliver City Gardens' services service within the set budget, or to existing level of quality. Alternative savings required that may not best suit culture change nor properly support core activities. Potential transfer of financial pressures from one area of the Division to another on a reactive basis. Negative press/reputational damage.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>Late implementation of the TOM has resulted in salaries for redundant staff continuing to be paid into the 2022/23 financial year. Historic inflated income targets delivered a balanced budget, however, reduced numbers of staff who can generate income through project delivery will make these targets even harder to achieve.</p> <p>The pay award will significantly increase the pressure on the service. We have a high number of low grade staff (63% Grades A or B; 20% Grade C) whose salaries will be rising by approx. 10% budget. Staff budgets make up 80% of the total spend.</p> <p>Budgets that reflect the new staff structure are being implemented.</p> <p>Where possible, we will manage this risk down through bringing in income.</p>	<p>Likelihood</p> <p>Impact</p>	8	31-Mar-2023	

Appendix 3

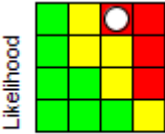
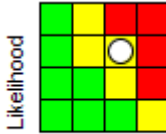

24-Feb-2022 Nicola Smith; Jake Tibbetts				04 Aug 2022			Accept	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 010a	Management of budgets and projects to reduce impact on sites and services.	Budgets are likely to be overspent. Budgets that reflect the new staff structure are being implemented. Where possible, we will reduce the impact of the risk through income generation.	Jake Tibbetts	04-Aug-2022	31-Mar-2023

Appendix 3

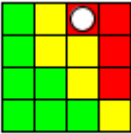
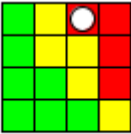
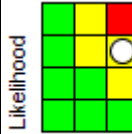

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Current Risk score change indicator
ENV-CO-GC 015 Electric vehicles 04-Aug-2022 Jake Tibbetts	<p>Cause: Replacement of the entire fleet is required in order to meet the corporate requirement to operate an entirely electric fleet. There is a lack of electric vehicle options for the type of fleet we run, and lead-in periods are longer than the current contract runs for. The existing contract has been extended to the maximum permitted spend.</p> <p>Event: Existing contract expires before we are able to receive new vehicles, leaving us without a fleet.</p> <p>Effect: Service failure due to lack of vehicles, or significantly increased costs from procurement of a new temporary fleet.</p>	 <p>Likelihood</p> <p>Impact</p>	16	<p>Agreement has been reached through the Transport Coordination Group (TCG) to speed up internal process to allow for faster purchasing of vehicles when they are available instead of getting prices and then asking for TCG permission to purchase.</p> <p>28 Aug 2022</p>	 <p>Likelihood</p> <p>Impact</p>	1	31-Mar-2023	Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 015a	Negotiate a contract with a supplier who can provide replacement vehicles but also temporary vehicles to bridge the period between the end of the existing contract and delivery of the new vehicles.	Contract negotiations to start in September 2022.	Jake Tibbetts	28-Aug-2022	31-Mar-2023

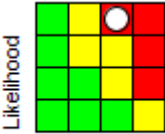
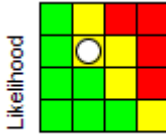

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ENV-CO-GC 016 Staff resources 04-Aug-2022 Jake Tibbetts	<p>Cause: Aging workforce combined with difficulties in recruitment and retention of younger workforce due to remuneration and benefits package becoming increasingly uncompetitive for the market sector.</p> <p>Event: Reduction in skill and human resources within the service.</p> <p>Effect: Increased staff absence due to sickness; inability to deliver the necessary level of service or meet business objectives; increased number of complaints from the public; negative publicity/reputational damage.</p>	 <p>Likelihood</p>	16	<p>Difficulties in the recruitment and retention of skilled staff are ongoing. Service provision is likely to suffer as a result.</p> <p>A strategy is being developed to consider ways to increase staff retention, recruitment and development.</p> <p>04 Aug 2022</p>	 <p>Likelihood</p>	12	31-Mar-2023	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENC-CO-GC 016a	Review the overall work package and consider how the offer can be developed to increase desirability of roles.	A strategy will be developed over the coming months to consider ways of increasing the desirability of roles in order to attract high quality applicants for vacancies and to encourage existing staff to stay.	Jake Tibbetts	04-Aug-2022	22-Dec-2022
ENV-CO-GC 016c	Work towards securing a rolling apprentice programme to ensure continuous apprentices in City Gardens.	This will be discussed with the Apprenticeships Team and a strategy will be developed.	Jake Tibbetts	28-Aug-2022	31-Jan-2023

Appendix 3

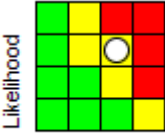
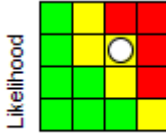
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ENV-CO-GC 017 Decline in condition of assets 04-Aug-2022 Jake Tibbetts	Cause: Poor maintenance of assets; failure to implement recommendations. Event: Failure to meet statutory regulations and checks. Built assets deteriorate to unusable/unsafe condition. Effect: Poor condition of assets; service failures; loss of value; cost of repair; potential fines from statutory bodies and insurance claims.	 Likelihood	 Impact	16 Lack of investment in building and infrastructure maintenance over the past few years has greatly increased leading to the potential for major failures in the future. Whilst we cannot remove this risk, we can mitigate it through ensuring inspections are undertaken and defects are reported to City Surveyors. 04 Aug 2022	 Likelihood	12	31-Mar-2023	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 017a	Undertake an annual review of the 20 year programme of investment and maintenance of all built assets.	The 20-year works programme is reviewed on an annual basis.	Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 017b	Carry out inspections and report defects as they arise. Ensure that unresolved actions are highlighted to City Surveyor's Department.	This is an ongoing action. All necessary inspections are carried out and any defects are reported to City Surveyor's.	Jake Tibbetts	04-Aug-2022	31-Mar-2023

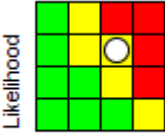
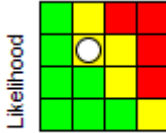
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ENV-CO-GC 018 Anti-social behaviour 04-Aug-2022 Jake Tibbetts	Cause: Anti-social and criminal behaviour. Event: Litter; public urination and defecation (human and dog); dog fouling, dog attacks, street drinking; drug use; vandalism; wanton damage and theft. Effect: Damage and loss of assets; reduction in user experience and satisfaction; increased costs of cleaning and repairing damage; reputational harm.	 Likelihood	16	Since the changes to COVID-19 lockdown restrictions, public behaviour has deteriorated in and around our sites resulting in. Actions are in place to address anti-social, criminal and other problematic behaviours. We will explore options to increase the enforcement of byelaws within City Gardens. 04 Aug 2022	 Likelihood	6	31-Mar-2023	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 018a	Continue to use Park Guard to engage with ASB offenders, and the Outreach Team in regard to rough sleepers. Maintain and develop relationship with City Police.	We continue to work in partnership with ParkGuard and the City's Outreach Team to engage with ASB offenders and rough sleepers, respectively. We continue to maintain and develop our relationship with the City of London Police.	Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 018b	Explore the possibility of using Street Enforcement Officers to enforce byelaws within City Gardens.	Investigate options for working with the Department's Street Enforcement Officers to enforce byelaws within the gardens.	Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 018c	Look at ways to design out issues and develop internal relationships to resolve issues collaboratively.	Work has started to investigate options for working with the Highways and Project officers to redesign areas.	Jake Tibbetts	28-Aug-2022	31-Mar-2023

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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
ENV-CO-GC 011 Tree and plant diseases and other pests 24-Feb-2022 Nicola Smith; Jake Tibbetts	Cause: Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, Xyella. Event: Sites become infected by plant or tree diseases. Effect: 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 (temporary) and associated access; increased costs for reactive maintenance.	 Likelihood	12	This risk has been expanded to include plant diseases such as Xyella which, while not known to be present in the UK, has spread in Europe, including France. 04 Aug 2022	 Likelihood	12	Accept	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 011a	Ensure staff training is kept updated to enable timely identification of pests and knowledge of correct treatment/prevention.	Provision of staff training is continuing. Information on training is shared through HSI, Equalities Board, SLT, and other avenues.	Nicola Smith	04-Aug-2022	31-Mar-2023
ENV-CO-GC 011b	Annual tree inspections undertaken by qualified personnel through framework contract.	Annual programme is in place for cyclical inspections and is being met.	Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 011c	Maintain relationships with industry bodies, internal CoL departments, and neighbouring local authorities to ensure free flow of information.	Relationships with industry bodies, internal partners and neighbouring local authorities continue to be maintained.	Jake Tibbetts	04-Aug-2022	31-Mar-2023

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
ENV-CO-GC 012 Climate and weather 24-Feb-2022 Nicola Smith; Jake Tibbetts	Cause: Severe wind events; prolonged drought conditions; extreme temperatures; prolonged precipitation or restricted precipitation. May be climate change influenced. Event: Severe weather/climate at one or more sites. Effect: 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; damage/loss of habitats and species; temporary site closures and associated access; increased costs for reactive management; injury or death to staff, visitors, contractors and volunteers; in the case of extreme temperatures, direct negative impact on the health of members of staff.	 Likelihood	12	Extreme Weather Policy was rolled out in January 2020 and has been used several times due to recent storms. This improves our ability to reduce risk by closing sites before extreme weather events occur. The current risk score has been increased to 12 (Likelihood: possible / Impact: major) in response to the recent heatwave. 04 Aug 2022	 Likelihood	6	Reduce	↑

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 012a	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.	City Gardens are actively working with the Climate Action Strategy Group to research and develop a plant species list.	Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 012b	Review current working practices and contracts to ensure that they are robust for extreme heat.	Working practices and contracts will be reviewed to ensure they adequately cover extreme heat. Consideration will be given to adopting nighttime or siesta working approaches.	Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 012c	Monitoring of weather warnings: 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 sites 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.	Jake Tibbetts	28-Aug-2022	31-Mar-2023

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ENV-CO-GC 009 Health and Safety incidents/Catastrophic Health and Safety failure 24-Feb-2022 Nicola Smith; Jake Tibbetts	Cause: Failure to adhere to 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. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices, notably working at roadside or at height in City. Effect: Injury to staff, volunteers, contractors or member of the public; prosecution and fine by HSE and/or Police; increased insurance premiums; reputational damage.		8	We accept that we cannot reduce this risk further but mitigating actions are undertaken to maintain it at its current level. Health and safety procedures are kept under regular review and the Emergency Plan will be reviewed and updated during the coming months. 04 Aug 2022		8	Accept	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-CO-GC 009a	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.	Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 009b	Undertake continual monitoring of compliance by contractors (City Surveyor's and external) with the Contractor Protocol. Regularly review documentation and processes in light of investigation findings and changes in legislation.	The Contractor Protocol covers works undertaken by City Surveyor's and external contractors. All contractors are required to sign up to, and comply with, the Protocol: it has been implemented with existing contractors and is rolled out to new contractors as required. Regular progress meetings are held with City Surveyor's Department and contractors working on larger projects.	Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 009d	Essential and desirable training needs are identified for each staff role. All staff are required to undertake security and terrorism training, e.g. Project Griffin, Argus and Prevent. Completion of appropriate training is kept under continual, and annual, review.	The staff training programme is regularly reviewed and individual training is monitored. City Gardens staff have attended terrorism training. Corporate e-learning on ACT has been rolled out to all staff. The 'Protect UK' App has been downloaded to the mobile phones of all staff. First Aid training is currently a focus for the City Gardens Team.	Jake Tibbetts	04-Aug-2022	31-Mar-2023
ENV-CO-GC 009f	Review and update the Emergency Plan.	The Emergency Plan is to be updated and reviewed in 2022, taking into consideration the new departmental and divisional structure.	Jake Tibbetts	04-Aug-2022	01-Jan-2023