

Hampstead Heath Risk Register (excluding completed actions)

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Rows are sorted by Risk Score

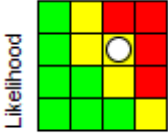

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 007 Maintenance of buildings and equipment 10-Aug-2015 Declan Gallagher; Stefania Horne	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Event: Operational or public building become unusable. Effect: 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.	Likelihood Impact	16	Current risk score has increased to 16 (likely and major). We are currently unable to reduce this risk due to decreased CWP budget; only H&S-related projects will be completed in 2022/23. As we are not anticipating any budget increase in this area, we have to accept the risk until such time as the situation changes. 12 Aug 2022	Likelihood Impact	16	Accept	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 007a Review of Property Assets	Asset review is being carried out with Surveyor's Dept. Review of assets is an ongoing process.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's department and local teams. City Surveyor's Department owns, and makes decisions on, the budget.			Declan Gallagher ; Stefania Horne	12-Aug-2022	31-Mar-2023

Appendix 2

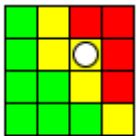
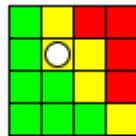
ENV-NE-HH 007b Liaison with Surveyor's Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.	<p>This is an ongoing action.</p> <p>Client Liaison meetings are taking place at least quarterly.</p> <p>APFM in regular contact with internal Divisional stakeholders.</p> <p>Site visits are being arranged following recent changes in PFM and APFM.</p> <p>Changes to PFM and AFPM have seen a delay in the regular liaison between the client and City Surveyor's.</p>	Declan Gallagher ; Stefania Horne	12-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	Flight path
ENV-NE-HH 008 Local Planning Issues 23-Jun-2016 Stefania Horne	Cause: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. Event: Large houses, buildings or other developments on land affecting Hampstead Heath. Effect: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquility. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	 Likelihood Impact	12	The risk remains unchanged. We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division. Southern borders of Hampstead Heath may see significant development. Public concern about the impact of this development. City Corporation Officers are in discussion with developers, considering mitigating actions to reduce the impact of the development on the green space. 12 Aug 2022	 Likelihood Impact	12		
							Accept	

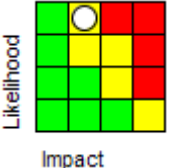
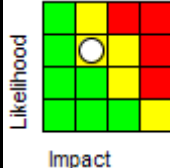

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 008a Local Authority relationships	Maintain a close partnership with Planning Authorities. Assistant Director and Officers are in contact with neighbouring local authorities in regard to planning issues which may impact Hampstead Heath.	Ongoing, division make representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate.	Jonathan Meares	12-Aug-2022	31-Mar-2023
ENV-NE-HH 008b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. We respond to planning issues as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	12-Aug-2022	31-Mar-2023
ENV-NE-HH 008c Planning applications	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	Ongoing. We respond to planning issues as necessary. Relevant planning applications are monitored. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Jonathan Meares	12-Aug-2022	31-Mar-2023

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ENV-NE-HH 012 Delivery of Capital Projects 25-Jun-2022 Stefania Horne	Cause: Lack of Capital Expenditure to support the delivery of essential projects and programmes. Event: Inability to deliver Capital projects and programmes due to insufficient funding and lack of budget via Local Risk. Effect: Reputational damage due to the inability of the Division to provide Capital Expenditure for the delivery of projects and programmes.	 Likelihood Impact	12	The City Corporation is facing significant financial pressures. It is now essential to review capital projects and reassess priorities - this is being carried out. 12 Aug 2022	 Likelihood Impact	6	31-Dec-2022	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 012a Liaise with other departments	Liaise with internal departments to secure funding for capital projects.	Officers have completed a 'Capital Review' standard template and submitted this to the Chamberlain's Department and the Programme Management Office for their consideration.			Stefania Horne	12-Aug-2022	31-Dec-2022

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ENV-NE-HH 001 Budget Reduction and Income Loss	<p>Cause: 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.</p> <p>Event: 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>Effect: Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).</p>		8	<p>This risk has been assessed in response to increased budgetary risks across the department.</p> <p>An increase in income in some areas due to many people staying local during the summer and posts being held vacant should mean that the unidentified 12% savings associated with the Target Operating Model can be met.</p> <p>This risk has been assessed as Amber (8) to reflect the current likelihood and impact of the risk occurring. The target has been set to Amber (6) for March 2023, although this is contingent on the identification of TOM-related savings.</p>		6	31-Mar-2023	
24-Feb-2022 Stefania Horne				12 Aug 2022			Reduce	

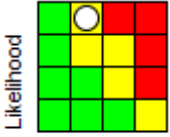
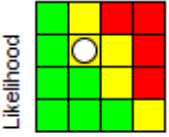

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	<p>A number of posts are being held vacant and most appointments are on fixed term contracts.</p> <p>Regular reviewing and forecasting of year end budget position is undertaken with Chamberlain's Department.</p> <p>Savings associated with the Target Operating Model (TOM) will be met.</p> <p>New Executive Director is in post and Environment Department project Board established to progress TOM Phase 2.</p>	Stefania Horne	13-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	Flight path
ENV-NE-HH 002 Long-term damage to site	<p>Cause: Covid-19 lockdown and tiered restrictions on leisure activities resulted in a 300-500% increase in visitor numbers to Natural Environment sites over the pandemic, with commensurate increase in littering and other antisocial behaviour.</p> <p>Event: Long-term environmental damage, with a particular focus on protected landscapes and Sites of Special Scientific Interest which are not designed for such high visitor numbers.</p> <p>Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.</p>	<p>Likelihood</p> <p>Impact</p>	8	<p>This risk was formerly a Covid-19 Silver Group (Public Services) risk (CVD19 SGPS 36).</p> <p>The current risk remains at the same level.</p> <p>Damage to the natural environment has increased, especially in light of lockdown measures causing more people to visit. Risk score is commensurate to this damage. This risk is currently stabilising as visitor numbers return to nearer normal levels</p> <p>Car numbers have returned to normal levels and car parks are operating as per pre-pandemic.</p> <p>Achievement of target score for 2023 is contingent upon funding and support for open space reinstatement.</p>	<p>Likelihood</p> <p>Impact</p>	6	31-Mar-2023	
24-Feb-2022				13 Aug 2022			Reduce	
Jonathan Meares								

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 002a Mitigation Actions	Ongoing actions to mitigate this risk.	<ul style="list-style-type: none"> • Additional monitoring and ecological assessments required. • Messaging via social media asking visitors to be considerate. • Increased Ranger and Constabulary activity. <p>The risk is currently stabilising as visitor numbers return to pre-pandemic/normal levels.</p> <p>Target set for 2023 as we expect this to be a long-term mitigation exercise.</p>	Jonathan Meares	12-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	Flight path
ENV-NE-HH 003 Outbreak of Fire in Woodland / Heathland 10-Aug-2015 Declan Gallagher; Richard Gentry; Jonathan Meares	Cause: Extreme hot weather and a lack of rain leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes, campfires. Event: Large-scale fire. Effect: Possible loss of life; serious injury to staff, visitors, contractors and volunteers; damage to site; ecological damage caused to environment; service capability is disrupted; increased demand for staff resource to respond to incidents and maintain safety of site and visitors; loss of species; temporary site closure and associated access; increased costs for reactive management; damage/loss of fragile/rare habitats and species.	 Likelihood	8	Risk level is likely to drop over winter, but evidence of fires is still being found by Rangers. With this in mind, and with the busy and dry summer, the risk remains likely but a range of mitigating actions are in place to mitigate the impact. 12 Aug 2022	 Likelihood	6	31-Dec-2022 Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 003a Improve Fire Awareness	Staff are made aware of extreme weather events and 'Trigger Events.' Managers and Supervisors receive weather warnings and this information is shared with staff.	This is an ongoing action. Fire safety audits were delayed due to Covid-19, but these are now in progress.		Declan Gallagher ; Richard Gentry; Jonathan Meares	12-Aug-2022	31-Dec-2022
ENV-NE-HH 003b Emergency Action Plan	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	Review and update continues annually or after an emergency event. Trigger Event Policy complements this plan. Signage is displayed at key locations reminding visitors not to light fires or barbeques. Social media messaging has also been used to deliver this message.		Declan Gallagher ; Richard Gentry; Jonathan Meares	12-Aug-2022	31-Dec-2022

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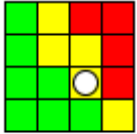
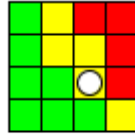

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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH	Use appropriate tree and plant procurement	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice	Jonathan	12-Aug-2022	31-Mar-2023

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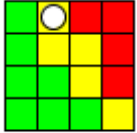
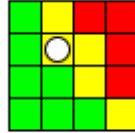

005a Tree and Plant Procurement	methods.	guidance. This is an ongoing action.	Meares		
ENV-NE-HH 005b OPM monitoring	Identification and treatment of Oak Processionary Moth.	The threat of OPM across the North London Division is not diminishing. We continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others.	Jonathan Meares	12-Aug-2022	31-Mar-2023

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ENV-NE-HH 006 Health and Safety Incidents 10-Aug-2015 Declan Gallagher; Stefania Horne	Cause: Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional Health & Safety Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. Event: Staff or contractors undertake unsafe working practices. Unauthorised access to water bodies by members of the public. Effect: Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty.	 Likelihood Impact	8	The risk remains unchanged and cannot be reduced further. H&S works continue and appropriate mitigating actions are undertaken to maintain the risk at its current level. 12 Aug 2022	 Likelihood Impact	8		
							Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 006a Annual H&S site Audits	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 action and reviewed annually. The site audits contribute to the Division's Annual Certificate of Assurance.	Declan Gallagher	12-Aug-2022	31-Mar-2023
ENV-NE-HH 006b Quarterly Divisional H&S meetings	Hold regular Divisional Health and Safety meetings. Keep staff informed, consulted and updated on H&S matters.	Divisional Health & Safety meetings continue, attendance is monitored. The Division has input at a Departmental level. Ongoing action.	Declan Gallagher	12-Aug-2022	31-Mar-2023
ENV-NE-HH 006c Management of the ponds and lido	Manage the ponds and lido to reduce the likelihood of unauthorised access and drowning.	Front line staff continue to patrol non-lifeguarded ponds, particularly during extreme weather conditions. Stewards are available during operating hours at the ponds and the Lido to promote customer safety.	Richard Gentry	12-Aug-2022	31-Mar-2023

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ENV-NE-HH 009 Supervised water facilities 10-Aug-2015 Paul Maskell	Cause: Improper use of water bodies: members of the public swimming in unauthorised areas; swimming outside of designated zones/times; fail to pay attention to acclimatisation requirements. Insufficient signage; poor maintenance of banks. Event: Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond. Effect: Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty	 Likelihood Impact	8	The risk was increased in 2020/21 due to high visitor numbers related to Covid-19 pandemic. Risk remains at elevated level, as we still anticipate greatly increased attendance at the ponds this summer. Measures are in place to ensure the health and safety of staff and visitors, but pressure due to high attendance means the likelihood must remain at the same level. Target date set for October in anticipation of the end of the peak swimming season. 12 Aug 2022	 Likelihood Impact	6	31-Oct-2022	
							Reduce	


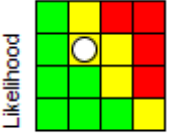
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 009a Staff training	Training for lifeguards and operational / maintenance staff to ensure the safety of water bodies and swimmers.	Ongoing -Training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year.			Paul Maskell	12-Aug-2022	31-Mar-2023
ENV-NE-HH 009b Signage	Appropriate signage at ponds. Rangers check signage weekly. They also check gates are locked and life rings are in place.	This is actively monitored. Signage, specifically at water bodies, is checked by Ranger team as part of their weekly patrols and defects reported for repair or replacement.			Paul Maskell	12-Aug-2022	31-Mar-2023
ENV-NE-HH 009c Safety equipment	Safety equipment accessible at ponds. Weekly checks by lifeguards. Monthly safety equipment checks by Rangers.	Safety equipment is checked weekly by lifeguards and monthly by Rangers as part of their patrols. Defects are reported for repair or replacement.			Paul Maskell	12-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	Flight path
ENV-NE-HH 010 Maintenance of water bodies 25-Jun-2022 Jonathan Meares	Cause: Lack of maintenance of established water bodies across the sub-division. Event: Water bodies are not maintained to an acceptable and safe standard. Effect: Decrease in the quality of maintenance of the water bodies. Ponds are dynamic landscape features which require management in order to be conserved into the future: failing to maintain water bodies may result in a decrease in ecological and habitat improvements.	 Likelihood	8	The ponds and wetlands on Hampstead Heath provide a core component to the Heath's overall ecological value in terms of habitat diversity, and consequently species diversity. The 'Ponds and Wetlands Plan' makes a series of recommendations for future management which are implemented as appropriate. 12 Aug 2022	 Likelihood	6	31-Mar-2023	
							Reduce	

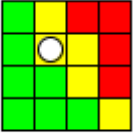
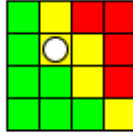
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 010a Ponds and Wetlands Plan	Implement the recommendations in the Ponds and Wetlands Plan as appropriate.	The Ponds and Wetlands Plan makes a series of recommendations for future management. Officers, in consultation with stakeholders, will discuss and, where appropriate, implement recommendations.			Jonathan Meares	12-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	Flight path
ENV-NE-HH 011 Recruitment and retention of staff 25-Jun-2022 Stefania Horne	Cause: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. Event: Division is unable to maintain the spaces to an acceptable standard. Effect: Environment Department sees an increase in untrained, unqualified staff. Decrease in competent and skilled staff to deliver the management and maintenance of the spaces. Increased number of complaints regarding the quality of the space. Reputational damage.	 Likelihood	8	Vacancies where recruitment is essential are being supported with a business case for Fixed Term Contracts. Apprentices are being recruited across the sub-division. 12 Aug 2022	 Likelihood	6	31-Mar-2023	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 011a Target Operating Model	Delivery of the Target Operating Model (TOM).	Staff consultation on TOM Phase 2 proposals is expected to take place in December 2022. Until the new TOM is confirmed, the Interim Director approves three-month Fixed Term Contracts and, where necessary, longer FTCs are considered if supported with a business case.			Stefania Horne	12-Aug-2022	31-Mar-2023

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ENV-NE-HH 004 Climate and Weather 24-Feb-2022 Stefania Horne	Cause: Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. Event: More frequent and severe storms, flooding, snow and fires. Effect: Injury or death to staff, visitors, contractors and volunteers; damage to flora and fauna; damage to property; service capability disrupted; temporary site/area closures; increased demand for staff resources to respond to incidents and maintain site safety; increased costs for reactive management.	 Likelihood	6	Extreme weather events continue to be managed. MET office Storm Centre warnings are monitored. MET Office Flood Alerts and Warning are monitored. MET Office Fire Severity Index is monitored. We are unable to reduce this risk further, but carry out a range of appropriate mitigating actions to maintain it at its current level. 12 Aug 2022	 Likelihood	6		
							Accept	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 004a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following an extreme weather event.	Trigger Event Policy is embedded into our Business as Usual and ways of working. Met Office Data is reviewed weekly and responded to accordingly by the 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.		Declan Gallagher ; Richard Gentry; Jonathan Meares	12-Aug-2022	31-Mar-2023
ENV-NE-HH 004b Review of site emergency plans	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.		Declan Gallagher ; Richard Gentry; Jonathan Meares	12-Aug-2022	31-Mar-2023