



West Ham Park Risk Register (excluding completed actions)

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Generated on: 06 September 2022

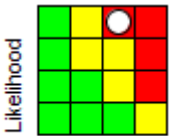
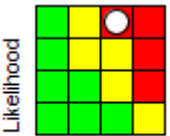
Rows are sorted by Risk Score

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	Flight path
ENV-NE-WH 004 Finance - Budget reductions implications 25-Nov-2015 Stefania Horne	<p>Cause: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues.</p> <p>Event: 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.</p> <p>Effect: Alternative savings required that may not best suit culture change nor properly support core activities. Transfer of financial pressures from one area of the Division to another on a reactive basis. Ability to deliver 'existing level of services' declines. Negative press, reputational damage.</p>	 Likelihood Impact	16	<p>Budgets likely to be overspent due to the need to: bring in additional staff to cover vacancies (currently experiencing difficulties in retaining and attracting staff due to imposed fixed-term contracts); and carry out additional tree works.</p> <p>Current and target scores are identical as we are not currently able to mitigate this position.</p> <p>13 Aug 2022</p>	 Likelihood Impact	16	Accept	

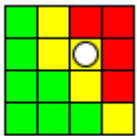
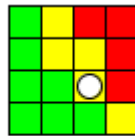
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WH	Management of budgets and projects to	Budgets likely to be overspent due to the need to: bring in additional staff to cover vacancies			Stefania	13-Aug-2022	31-Mar-2023

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004a Financial management and project planning	reduce impact on site and services.	(currently experiencing difficulties in retaining and attracting staff due to imposed fixed-term contracts); and carry out additional tree works. Current and target risk scores are identical as we are not currently able to mitigate this position.	Horne		
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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-WH 011 Maintenance of buildings, memorials, play areas and equipment 24-Feb-2022 Declan Gallagher; Stefania Horne	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Event: Operational or public buildings, playground equipment and other assets become unusable. Effect: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delays will have operational impact. Overrun of additional work programme. Lack of budget to replace assets.	 Likelihood	16	Lack of investment in building and infrastructure maintenance over the past few years has greatly increased with the potential for major failures in the future. For this reason, the risk is assessed as Red (16) Likely / major. The target score is also Red (16) as we do not currently have a path to remediation on these issues. The new playground opened early August 2022 resulting in a reduced maintenance spend. However, this is not sufficient to reduce the overall risk score. 13 Aug 2022	 Likelihood	16	Accept	

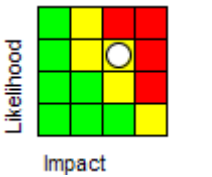
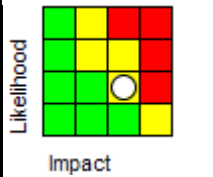
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 011a Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by City Surveyor's Department (CSD) or delegated to site.	On site reactive work on operational buildings are monitored and issues fed back at Client Liaison meetings with City Surveyor's Department. Future Client Liaison meetings are yet to be scheduled for West Ham Park.	Declan Gallagher ; Stefania Horne	13-Aug-2022	31-Mar-2023
ENV-NE-WH 011b Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Lodge defects have been reported, but no formal inspection has taken place due to Covid-19: this is now planned for late Autumn 2022.	Declan Gallagher ; Stefania Horne	13-Aug-2022	30-Nov-2022
ENV-NE-WH 011c Annual Works Programme	20 year programme of investment and maintenance of all built assets. Review annually.	The Annual Works Programme is reviewed at quarterly Client Liaison Meetings with CSD.	Declan Gallagher ; Stefania Horne	13-Aug-2022	31-Mar-2023

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ENV-NE-WH 005 Tree Diseases and other pests 25-Nov-2015 Jonathan Meares	<p>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, etc.</p> <p>Event: Sites become infected by plant or tree diseases.</p> <p>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 (temp) and associated access; increased costs for reactive maintenance.</p>	<p>Likelihood</p>  <p>Impact</p>	12	<p>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.</p> <p>Staff continue to manage Massaria and Horse chestnut bleeding canker.</p> <p>The tree team works with the Forestry Commission in conjunction with the London Tree Officers Association on an annual inspection program looking at 53 plots around London for the presence of Canker Stain of Plane (<i>Ceratocystis platani</i>) and <i>Xylela fastidiosa</i>.</p> <p>Staff continue to be vigilant and inspect for all the other tree pest and diseases on the list. We have Chalara dieback of ash at NLOS which currently is not a major concern. The Division has a Severe Weather Protocol which requires staff to actively review tree canopies for storm damage. Sites may be closed in high winds to reduce incidents with tree damage (which may be associated with pests/disease).</p> <p>13 Aug 2022</p>	<p>Likelihood</p>  <p>Impact</p>	8	01-Nov-2022	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH	Ensure staff training is kept updated to enable	Provision of staff training is continuing. Information on training is shared through HSIG, Equalities	Jonathan	13-Aug-2022	31-Mar-2023

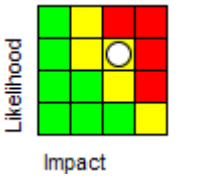
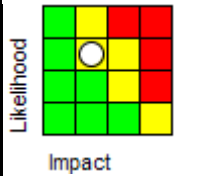
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005a Staff training	timely identification of pest and knowledge of correct treatment/ prevention.	Board, SLT, and other avenues. OPM identification and management training was planned for spring 2020, but has been delayed due to Covid-19 restrictions. We aim to restart this as soon as possible.	Meares		
ENV-NE-WH 005b Inspections	Annual tree inspections undertaken by qualified personnel through framework contract.	Tree inspections for Spring and Summer 2022 have been completed and resultant works are being carried out. Annual programme is in place for cyclical inspections and is being met.	Jonathan Meares	13-Aug-2022	31-Mar-2023
ENV-NE-WH 005d Information and communication	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.	Jonathan Meares	13-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	Flight path
ENV-NE-WH 010 Local Planning Issues 25-Nov-2015 Stefania Horne	<p>Cause: Pressure on planning authorities to meet housing targets and needs.</p> <p>Event: Population increases in the London Borough of Newham cause increased pressure on green space and facilities.</p> <p>Effect: 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.</p>		12	<p>The risk remains unchanged.</p> <p>We continue to liaise with partners and stakeholders regarding planning applications which may impact upon West Ham Park.</p> <p>Increased visitor numbers are also expected to continue following the opening of the new playground in early August.</p> <p>13 Aug 2022</p>		8	31-Mar-2023	
							Reduce	

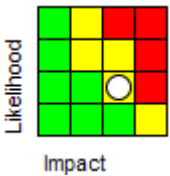
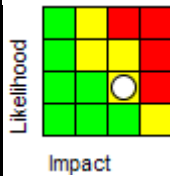
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 010a Local Authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Communication with London Borough of Newham is undertaken as necessary.	Jonathan Meares	13-Aug-2022	31-Mar-2023
ENV-NE-WH 010b Local Authority Relationships	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Officers continue to respond appropriately to relevant planning issues.	Jonathan Meares	13-Aug-2022	31-Mar-2023

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ENV-NE-WH 013 Delivery of Capital Projects 25-Jun-2022 Stefania Horne	<p>Cause: Lack of Capital Expenditure to support the delivery of essential projects and programmes.</p> <p>Event: Inability to deliver Capital projects and programmes due to insufficient funding and lack of budget via Local Risk.</p> <p>Effect: Reputational damage due to the inability of the Division to provide Capital Expenditure for the delivery of projects and programmes.</p>		12	<p>The City Corporation is facing significant financial pressures. It is now essential to review capital projects and reassess priorities - this is being carried out.</p> <p>13 Aug 2022</p>		6	31-Dec-2022	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WH 013a Liaison 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	13-Aug-2022	31-Dec-2022

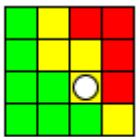
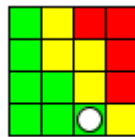

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ENV-NE-WH 003 Health and Safety Incidents 25-Nov-2015 Declan Gallagher; Stefania Horne	Cause: Poor understanding and/or delivery of Health and Safety policies and procedures; failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers, contractors or licensees undertake unsafe working practices. Effect: Injury to staff, volunteers, contractors or members 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 Risk Assessments and Safe Systems of Work (SSoW) in light of Covid-19. 13 Aug 2022	 Likelihood Impact	8	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 003a Accident Reporting	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers continue to report accidents and near misses. Accidents are subject to investigation and reviewed by the site supervisor and the Health & Safety Improvement Group.	Declan Gallagher ; Stefania Horne	13-Aug-2022	31-Mar-2023
ENV-NE-WH 003b Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyor's Department (CSD) and external contractors. Continued monitoring is required and all contractors must sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.	Contractor protocol has been implemented with existing contractors and is rolled out to new contractors as required. Regular progress meetings with CSD and contractors take place for larger projects. Site is reviewing new corporate guidance to see if there is a need to update our local guidance.	Declan Gallagher ; Stefania Horne	13-Aug-2022	31-Mar-2023
ENV-NE-WH 003d Training programme	Staff roles are linked to essential and desirable training needs. Continual and annual review.	Training programme is regularly reviewed, although this has been delayed due to Covid-19. We are investigating corporate options for this training as programmes begin to recommence. First Aid certification has been extended in light of this. Playground inspection training is required due to staff leaving,	Declan Gallagher ; Stefania Horne	13-Aug-2022	31-Mar-2023
ENV-NE-WH 003e Hierarchy	Clear roles and responsibilities are set out in documentation and reinforced by training.	A review is being undertaken of all local Risk Assessments and SSoW concerning the public use of facilities, including sports and buildings.	Declan Gallagher	13-Aug-2022	31-Mar-2023



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responsibilities and communications	Structure of H&S meeting arrangements enable the cascade of decisions, issues, responsibilities and communications to all staff.	One to one conversations are being held to ascertain people's work preferences and plans to return to offices. The office is now staffed.	; Stefania Horne		
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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-WH 008 Ultra-Low Emissions Zone 15-Mar-2019 Declan Gallagher	<p>Cause: Change to legislation requires broad-reaching replacement of fleet.</p> <p>Event: Insufficient budget allocated to this process combined with corporate green energy procurement regulations.</p> <p>Effect: Budget impact results in financial failure for one or more divisions within the Natural Environment either by purchasing fleet or by failing to purchase fleet and receiving large fines. This may have a consequential impact on other projects within the division or department, along with reputational risk for failing to adhere to legislation.</p>	<p>Likelihood</p>  <p>Impact</p>	8	<p>ULEZ zone widened in Autumn 2021 to include West Ham Park. Fleet has been procured for West Ham Park to reach compliance, but is not in place yet.</p> <p>The West Ham Park van is non-compliant.</p> <p>Risk will remain at Amber (8) until new vehicles arrive and are in operation.</p> <p>13 Aug 2022</p>	<p>Likelihood</p>  <p>Impact</p>	4	01-Jan-2023	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 008a Vehicle procurement	Replacement of non-compliant vehicles.	<p>The replacement road sweeper (for off-road use) has been delivered.</p> <p>Remaining vehicle has been procured and we are awaiting delivery.</p>	Ricky O'Garro	13-Aug-2022	01-Jan-2023

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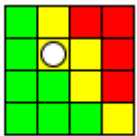
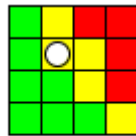

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 012 Recruitment and Retention of Staff 25-Jun-2022 Stefania Horne	<p>Cause: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of West Ham Park.</p> <p>Event: Inability to maintain the Park to an acceptable standard.</p> <p>Effect: Increase in untrained, unqualified staff. Decrease in competent and skilled staff to deliver the management and maintenance of the Park. Increased number of complaints regarding the quality of the Park. Reputational damage.</p>	 <p>Likelihood</p> <p>Impact</p>	8	<p>Vacancies where recruitment is essential are being supported with a business case for Fixed Term Contracts.</p> <p>Apprentices are being recruited across the North London Open Spaces sub-division.</p> <p>13 Aug 2022</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-2023	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WH 012a Target Operating Model	Delivery of the Target Operating Model (TOM).	<p>Staff consultation on TOM Phase 2 proposals is expected to take place in December 2022.</p> <p>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.</p>			Stefania Horne	13-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	Flight path
ENV-NE-WH 006 Climate and Weather 25-Nov-2015 Stefania Horne	<p>Cause: Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently.</p> <p>Event: More frequent and severe storms, flooding, snow and fires.</p> <p>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.</p>	 <p>Likelihood</p>	6	<p>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 the risk by closing sites before extreme weather events occur.</p> <p>Increased watering has been carried out during recent drought conditions.</p> <p>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.</p>	 <p>Likelihood</p>	6	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 006a Plant species	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.	Captured in strategic documents, e.g. the City of London Tree Strategy SPD.	Jonathan Meares	13-Aug-2022	31-Mar-2023
ENV-NE-WH 006c Monitoring of warning systems	Monitor 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.	Our Extreme Weather Policy is in place including procedures to close the park when there are severe alerts of amber and red with gusts of wind of 40mph or more. An action log of these decisions is held to monitor patterns. New signage to alert visitors of fire risk has been developed. This is an ongoing action.	Richard Gentry	13-Aug-2022	31-Mar-2023

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ENV-NE-WH 009 Public Behaviour 25-Nov-2015 Richard Gentry	<p>Cause: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol.</p> <p>Event: Litter, dog fouling, dog attacks, public incursions, anti-social behaviour.</p> <p>Effect: Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour.</p>	 <p>Likelihood</p>	6	<p>Since the changes to lockdown restrictions, public behaviour has noticeably improved on our sites.</p> <p>We accept the current level of risk (Amber, 6).</p> <p>13 Aug 2022</p>	 <p>Likelihood</p>	6	Accept	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 009b Develop and improve joint working to protect sites	Develop stronger links and become a trusted partner with London Borough of Newham. Develop relationships with officers in other local authorities.	Continuing to work with Met Police, schools liaison and SNT's. West Ham Park is very busy and this may increase with good weather and following the recent opening of the new playground.	Ricky O'Garro	13-Aug-2022	31-Mar-2023
ENV-NE-WH 009c Controlling dogs through PSPOs	PSPOs in place where required. Potential for further submissions where and when required	PSPOs are in place at West Ham Park where required. Increase in dog ownership during lockdown is affecting the site.	Ricky O'Garro	13-Aug-2022	31-Mar-2023

