

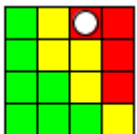
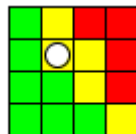



Highgate Wood and Queen's Park Risk Register

Report Author: Joanne Hill

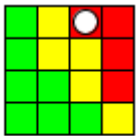
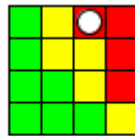

Generated on: 24 January 2023

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-HWQP 003 Outbreak of fire in woodland / heathland 24-Feb-2022 Declan Gallagher; 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 / increased frequency of fires. 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 Impact	16	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase. Therefore, the current risk score has been increased from Amber 8 (likely / serious) to Red 16 (likely / major). The risk decreases in the winter, but evidence of fires during those months continues to be found by Rangers. A range of preventative and mitigating actions are being undertaken, with the aim of reducing the risk to the target of Amber 6 (possible / serious). 24 Jan 2023	 Likelihood Impact	6	31-Mar-2024 Reduce	

Appendix 3

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE- HWQP 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 are reviewed annually and will be reviewed again before summer 2023.	Declan Gallagher ; Jonathan Meares	12-Jan-2023	31-Mar-2024
ENV-NE- HWQP 003b Emergency Action Plan	Review Emergency Action Plan. Review carried out annually or following incident if appropriate.	The Emergency Action Plan continues to be reviewed and updated annually, and/or after an emergency event. The 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 ; Jonathan Meares; Jennifer Wood	12-Jan-2023	31-Mar-2024

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-HWQP 007 Maintenance of buildings 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 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	16 Impact	<p>Current risk score remains at 16 (likely/major).</p> <p>The current model of managing works is burdensome and ineffective. We are reliant upon City Surveyor's Department to allocate funds for works to be carried out.</p> <p>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.</p> <p>The corporate Facilities Management contract is due to be renewed/replaced in March 2023: we will monitor the situation during and after that time and reassess the risk accordingly.</p> <p>12 Jan 2023</p>	 Likelihood	16 Impact	Accept	

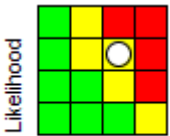
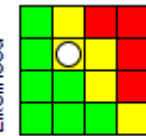

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 007a Review of Property Assets	Review assets in conjunction with City Surveyor's Department. Review of assets is an ongoing process.	Review is cyclical and ongoing. This is coordinated between the City Surveyor's department and local teams. City Surveyor's Department owns, and makes decisions on, the budget. The Corporate Facilities Management contract is due to be renewed/replaced in March 2023. We will keep the situation under review to monitor any changes and reassess this risk accordingly.	Declan Gallagher ; Stefania Horne	12-Jan-2023	30-Jun-2023
ENV-NE-	Hold regular Client Liaison meetings with	This is an ongoing action.	Declan	12-Jan-2023	31-Mar-2024

HWQP 007b Liaison with City Surveyor's Department	City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process.	Client Liaison meetings are taking place at least quarterly. APFM (Assistant Property Facilities Manager) is in regular contact with internal Divisional stakeholders but there have been delays in liaison between the client and City Surveyor's Department.	Gallagher ; Stefania Horne		
--	---	--	----------------------------------	--	--

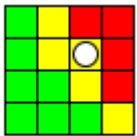
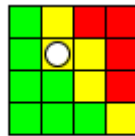
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HWQP 004 Climate and Weather 10-Aug-2015 Stefania Horne	Cause: Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently. Event: More frequent and severe storm damage, flooding, 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; potential insurance claims.	 Likelihood	12	The current risk score has risen to Amber 12 (possible / major) due to the increased frequency of extreme weather events. 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. 12 Jan 2023	 Likelihood	6	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 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 ; Jonathan Meares	12-Jan-2023	31-Mar-2024
ENV-NE-HWQP 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. It is reviewed annually and/or after an emergency incident.			Declan Gallagher ; Jonathan Meares	12-Jan-2023	31-Mar-2024

ENV-NE-HWQP 004c Extreme Weather Protocol	Ensure compliance with the Extreme Weather Protocol and keep the protocol under regular review.	In accordance with the Extreme Weather Protocol, sites are closed during extreme weather events, such as high winds, lightening/storms or flooding. The Protocol is kept under regular review and updated as necessary.	Declan Gallagher ; Jonathan Meares	12-Jan-2023	31-Mar-2024
--	---	--	--	-------------	-------------

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-HWQP 009 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	12	The current risk score has been increased to Amber 12 (possible/major) due to ongoing vacancies and difficulties in recruitment. We aim to reduce the risk to the target level once the new TOM structure has been implemented and vacancies are recruited to. In the meantime, 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 Jan 2023	 Likelihood	6	31-Dec-2023	
							Reduce	

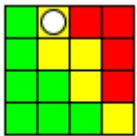
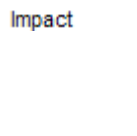
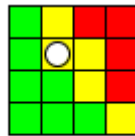
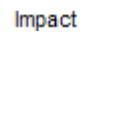
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 009a Target Operating Model	Delivery of the Target Operating Model (TOM).	Staff consultation on TOM Phase 2 proposals is taking place in early 2023. Until the new TOM is confirmed, the Interim Director approves three-month Fixed Term Contracts and, where necessary, longer FTCs are considered if supported with a business case.			Stefania Horne	12-Jan-2023	31-Dec-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-HWQP 010 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	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 Jan 2023	 Likelihood	6	31-Dec-2023	
							Reduce	

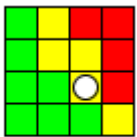
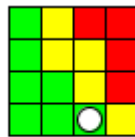
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 010a Liaison with other departments	Liaise with internal departments to secure funding for capital projects.	Officers have completed a 'Capital Review' standard template and submitted this to the Chamberlain's Department and the Programme Management Office for their consideration.			Stefania Horne	12-Jan-2023	31-Dec-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-HWQP 001 Budget Reduction & Income Loss 24-Feb-2022 Stefania Horne	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. 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. Effect: Financial failure; failure of key services; failure to meet strategic objectives; significant reduction in service to users (and commensurate reputational damage).	 Likelihood	8	This risk has been assessed in response to increased budgetary risks across the department. 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. 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 June 2023, although this is contingent on the identification of TOM-related savings. 12 Jan 2023	 Likelihood	6	30-Jun-2023	
							Reduce	

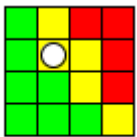
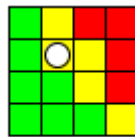
Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	A number of posts are being held vacant and most appointments are on fixed term contracts. Regular reviewing and forecasting of year end budget position is undertaken with Chamberlain's Department. Savings associated with the Target Operating Model (TOM) will be met. New Executive Director is in post and Environment Department Project Board established to progress TOM Phase 2. The new TOM structure is due to be implemented from April 2023.		Stefania Horne	12-Jan-2023	30-Jun-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-HWQP 002 Long-term damage to site 24-Feb-2022 Jonathan Meares	Cause: An increase in visitor numbers to Natural Environment sites, with commensurate increases in littering, other antisocial behaviour and general damage to the natural environment. 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. Effect: Ecological and environmental damage; negative press coverage; loss of grants related to preservation; increased spend required to maintain sites / mitigate damage.	 Likelihood	 Impact	8 The current risk remains at the same level. Damage to the natural environment has increased due to higher visitor numbers. The risk score is commensurate to this damage. Nature recovery/ground restoration works continue as part of the Cyclical Works Programme. Achievement of target score for 2024 is contingent upon funding and support for restoration works. 12 Jan 2023	 Likelihood	 Impact	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 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 use the site responsibly. • Regular Ranger and Constabulary activity. Target set for 2024 as we expect this to be a long-term mitigation exercise.			Jonathan Meares	12-Jan-2023	31-Mar-2024

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-HWQP 006 Health and Safety Incidents 24-Feb-2022 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	8	The current risk score remains unchanged, but we aim to reduce it over coming months by increasing proactive Health and Safety management, including audits, inspections, communications and staffing. 12 Jan 2023	 Likelihood	4	30-Jun-2023	
							Reduce	

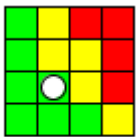
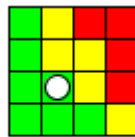
Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 006a Annual H&S site Audits	Continue with annual H&S site Audits. Sites will carry out audits by peers from within Division. Audits usually take place in August and are signed off later in the year.	This is an ongoing action and reviewed annually. The site audits contribute to the Division's Annual Certificate of Assurance.			Declan Gallagher	12-Jan-2023	31-Mar-2024
ENV-NE-HWQP 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-Jan-2023	31-Mar-2024

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-HWQP 005 Plant and Tree Disease	<p>Cause: Inadequate biosecurity; purchase of infected trees, plants or animals; spread of windblown OPM (oak processionary moth) from adjacent sites; climate change.</p> <p>Event: Tree disease including Massaria, Ash dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases.</p> <p>Effect: Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM.</p>	<p>Likelihood</p>  <p>Impact</p>	6	<p>The risk score has been reduced from Amber 8 (likely/serious) to Amber 6 (possible/serious).</p> <p>Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we will maintain the risk at a score of 6 through effective monitoring and actions.</p> <p>The threat of OPM across the North London Division is reducing but 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>Likelihood</p>  <p>Impact</p>	6		

Appendix 3

24-Feb-2022 Jonathan Meares				12 Jan 2023			Accept	
--------------------------------	--	--	--	-------------	--	--	--------	--

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 005a Tree and Plant Procurement	Use appropriate tree and plant procurement methods.	Tree provenance is considered. Planting stock is sourced and used in accordance with best practice guidance. This is an ongoing action.	Jonathan Meares	12-Jan-2023	31-Mar-2024
ENV-NE-HWQP 005b OPM monitoring	Identification and treatment against Oak Processionary Moth.	The threat of OPM across the North London Division is reducing, but we continue with the Forestry Commission led management on a targeted caterpillar spray in specific areas and nest removal in others. We are also looking at alternative, nature-based, management strategies.	Jonathan Meares	12-Jan-2023	31-Mar-2024

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-HWQP 008 Local Planning Issues 24-Feb-2022 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 the sites. Impact: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. 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	4	The current and target risk scores have been reduced from Amber 12 (possible/major) to Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition of potentially damaging developments, have been effective in reducing the risk. We accept the risk at a score of 4 as we are unable to reduce it any further at the present time. We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Highgate Wood and Queen's Park and the wider Division. 12 Jan 2023	 Likelihood	4		
							Accept	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HWQP 008a Local Authority relationships	Maintain a close partnership with Planning Authorities. Assistant Director and Officers in contact with neighbouring local authorities in regard to planning issues which may impact the sites.	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-Jan-2023	31-Mar-2024
ENV-NE-HWQP 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-Jan-2023	31-Mar-2024
ENV-NE-HWQP 008c	The North London division monitors planning activity in order to ensure it does	Ongoing. We respond to planning issues as necessary. Relevant planning applications are monitored.		Jonathan Meares	12-Jan-2023	31-Mar-2024

Planning applications	not impact the open spaces.	Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.			
-----------------------	-----------------------------	--	--	--	--

