

# West Ham Park Risk Register

Report Author: Joanne Hill

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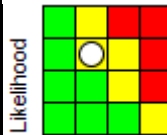


Rows are sorted by Risk Score

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-WH 011 Maintenance of buildings, memorials, play areas and equipment  24-Feb-2022	<p><b>Cause:</b> Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues.</p> <p><b>Event:</b> Operational or public buildings, playground equipment and other assets become unusable.</p> <p><b>Effect:</b> 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.</p>	 Likelihood Impact	16	<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&amp;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>	 Likelihood Impact	16	Accept	

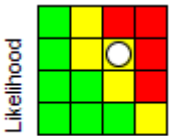
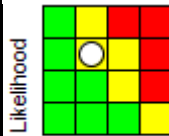
Declan Gallagher; Stefania Horne							
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Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 011a Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by City Surveyor's 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-2024
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.	Inspections of The Lodge still need to take place but all defects reported by tenants are repaired and there are currently no outstanding issues.	Declan Gallagher ; Stefania Horne	13-Jan-2023	31-Mar-2024
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-2024

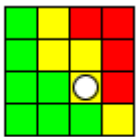
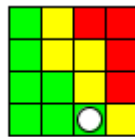
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-WH 006 Climate and Weather  25-Nov-2015 Stefania Horne	<p><b>Cause:</b> Climate change causes severe storms, wind, rainfall, snow or drought to occur more frequently.</p> <p><b>Event:</b> More frequent and severe storm damage, flooding, and fires.</p> <p><b>Effect:</b> 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.</p>	 <p>Likelihood</p>	<p>12</p>	<p>The current risk score has risen to Amber 12 (possible / major) due to the increased frequency of extreme weather events.</p> <p>An Extreme Weather Protocol is in place 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 drought conditions.</p> <p><b>12 Jan 2023</b></p>	 <p>Likelihood</p>	<p>6</p>	31-Mar-2024	
							Reduce	

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	12-Jan-2023	31-Mar-2024
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 Protocol 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.	Declan Gallagher ; Jonathan Meares	12-Jan-2023	31-Mar-2024

## Appendix 2

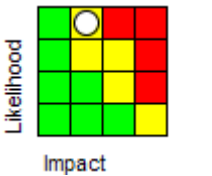
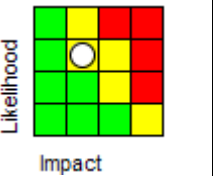
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<b>ENV-NE-WH 013 Delivery of Capital Projects</b> 25-Jun-2022 Stefania Horne	<b>Cause:</b> Lack of Capital Expenditure to support the delivery of essential projects and programmes. <b>Event:</b> Inability to deliver Capital projects and programmes due to insufficient funding and lack of budget via Local Risk. <b>Effect:</b> 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. <b>12 Jan 2023</b>	 Likelihood Impact	6	31-Dec-2023  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	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-WH 003 Health and Safety Incidents  25-Nov-2015 Declan Gallagher; Stefania Horne	<b>Cause:</b> Poor understanding and/or delivery of Health and Safety policies and procedures; failure to link work activity with adequate procedures; risk assessments and safe systems of work not complied with; inadequate appropriate training; failure to implement the results of audits. <b>Event:</b> Staff, volunteers, contractors or licensees undertake unsafe working practices. <b>Effect:</b> 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 	8	Risk Assessments and Safe Systems of Work (SSoW) are reviewed annually.  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.  <b>12 Jan 2023</b>	Likelihood 	4	30-Jun-2023	
							Reduce	

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	12-Jan-2023	31-Mar-2024
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 reviews any new corporate guidance to see if there is a need to update local guidance.	Declan Gallagher ; Stefania Horne	12-Jan-2023	31-Mar-2024
ENV-NE-WH 003d Training programme	Staff roles are linked to essential and desirable training needs. Continual and annual review.	Training programme for staff is ongoing and regularly reviewed.	Declan Gallagher ; Stefania Horne	12-Jan-2023	31-Mar-2024
ENV-NE-WH 003e Hierarchy	Clear roles and responsibilities are set out in documentation and reinforced by training.	All local Risk Assessments and SSoW concerning the public use of facilities, including sports and buildings are subject to annual review.	Declan Gallagher	12-Jan-2023	31-Mar-2024

responsibilities and communications	Structure of H&S meeting arrangements enable the cascade of decisions, issues, responsibilities and communications to all staff.		; Stefania Horne		
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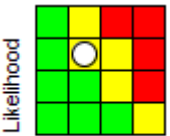
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ENV-NE-WH 004 Budget reduction and income loss  25-Nov-2015 Stefania Horne	<p><b>Cause:</b> 12% budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. Additional income losses across the Department if more lockdown regulations applied.</p> <p><b>Event:</b> 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><b>Effect:</b> 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 June 2023, although this is contingent on the identification of TOM-related savings.</p> <p><b>12 Jan 2023</b></p>		6	30-Jun-2023	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 004a 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. The new TOM structure is due to be implemented from April 2023.</p>	Stefania Horne	12-Jan-2023	30-Jun-2023

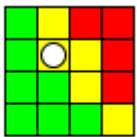
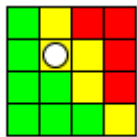
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ENV-NE-WH 009 Public Behaviour  25-Nov-2015 Declan Gallagher	<p><b>Cause:</b> Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol.</p> <p><b>Event:</b> Litter, dog fouling, dog attacks, public incursions, anti-social behaviour.</p> <p><b>Effect:</b> Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour.</p>	 <p>Likelihood</p> <p>Impact</p>	8	<p>Poor public behaviour is an ongoing issue at the Park and, as a result, the current risk score has been increased from Amber 6 (possible/serious) to Amber 8 (likely/serious).</p> <p>We are working with the London Borough of Newham's Community Safety Team to implement PSPOs.</p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Mar-2024	
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 009b	Develop stronger links and become a trusted partner with London Borough of Newham. Develop relationships with officers in other local authorities.	We continue 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 opening of the new playground.	Ricky O'Garro	12-Jan-2023	31-Mar-2024
ENV-NE-WH 009c	Implement PSPOs. Potential for further submissions where and when required	We are working with London Borough of Newham's Community Safety Team to implement the issuing of PSPOs at West Ham Park where required.	Ricky O'Garro	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-WH 012 <b>Recruitment and Retention of Staff</b>  25-Jun-2022 Stefania Horne	<p><b>Cause:</b> Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of West Ham Park.</p> <p><b>Event:</b> Inability to maintain the Park to an acceptable standard.</p> <p><b>Effect:</b> 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>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.</p> <p>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.</p> <p><b>12 Jan 2023</b></p>	 <p>Likelihood</p> <p>Impact</p>	6	31-Dec-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 taking place in early 2023.</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	12-Jan-2023	31-Dec-2023

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<p><b>ENV-NE-WH 005 Tree Diseases and other pests</b></p>	<p><b>Cause:</b> Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc.  <b>Event:</b> Sites become infected by plant or tree diseases.  <b>Effect:</b> Threat to human health, either directly or indirectly. Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; loss of species; site closures (temp) and associated access; increased costs for reactive maintenance.</p>	<p>Likelihood</p>  <p>Impact</p>	<p>6</p>	<p>The risk score has been reduced from Amber 12 (possible/major) 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 maintained 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>	<p>6</p>		

**Appendix 2**

25-Nov-2015				12 Jan 2023			Accept	
Jonathan Meares								

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 005a Staff training	Ensure staff training is kept updated to enable timely identification of pest 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.	Jonathan Meares	12-Jan-2023	31-Mar-2024
ENV-NE-WH 005b Inspections	Annual tree inspections undertaken by qualified personnel through framework contract.	Tree inspections for Spring and Summer 2022 were completed and resultant works are being carried out. Annual programme is in place for cyclical inspections and is being met.	Jonathan Meares	12-Jan-2023	31-Mar-2024
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	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-WH <b>010 Local Planning Issues</b>  25-Nov-2015 Stefania Horne	<b>Cause:</b> Pressure on planning authorities to meet housing targets and needs. <b>Event:</b> Population increases in the London Borough of Newham cause increased pressure on green space and facilities. <b>Effect:</b> Additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	 Likelihood Impact	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 Hampstead Heath and the wider Division.  <b>12 Jan 2023</b>	 Likelihood Impact	4	Accept	

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.  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-WH 010b Local Authority Relationships	Maintain a close partnership with local planning authorities.	Ongoing. Officers 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

