Highgate Wood and Queens Park Risk Register

Report Author: Joanne Hill **Generated on:** 02 May 2023



Rows are sorted by Risk Score

| Risk no, Title, Creation date, Owner | Risk Description (Cause, Event, Impact) | Current Risk Rating & S | Score | Risk Update and date of update | Target Risk Rating & S | Score | Target Date/Risk Approach | Flight path |
|---|--|-------------------------|-------|---|------------------------|-------|---------------------------------|-------------|
| ENV-NE- HWQP 003 Outbreak of fire in woodland / heathland 24-Feb-2022 Stefania Horne; 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. | Impact | 16 | Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase. 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). 26 Apr 2023 | Impact | 6 | 31-Mar-2024 | |

| Action no, Title, | Action description | Latest Note | | 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. | | Stefania Horne; Jonathan Meares | 20-Apr-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. | Stefania Horne; Jonathan Meares; Jennifer Wood | 20-Apr-2023 | 31-Mar-2024 |

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|---|--|-----------------------------|--|----------------------------|---------------------------------------|
| ENV-NE- HWQP 007 Maintenance of buildings and equipment | Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Reduced CWP budget and limited capital programme. Event: Operational or public building become unusable. Effect: Potential serious injury to a member of the public, or member of staff. 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. | | Current risk score remains at 16 (likely and major). There is a significant issue with the roof of the education building which is part of a HLF funded project. This will need to be urgently addressed, otherwise the building will have to be closed and the project and funding could be at risk. Inspections of operational property are managed, and records kept, by the City Surveyor's Department (CSD). Building defects are reported to CSD's Facilities Management Team to address. Longer term repairs and maintenance are managed through the Cyclical Works Programme (CWP), and where significant costs are likely to be incurred over and above the CWP, additional funding is sought through capital bids. We are reliant upon CSD to allocate funds for works to be carried out. We are currently unable to reduce this risk due to decreased CWP budget; only H&S-related projects will be completed in 2023/24. As we are not anticipating any budget increase in this area, we have to accept the risk until such time as the situation changes. The corporate Facilities Management contract was recently renewed/replaced: we will monitor the situation over the coming months and reassess the risk if appropriate. 20 Apr 2023 | Impact | Accept |

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|--|--|-------------|-------------------|---------------------|-------------|
| HWQP 007a | Review assets in conjunction with City Surveyor's Department. Review of assets is an ongoing process. | | Stefania Horne | 20-Apr-2023 | 30-Jun-2023 |
| HWQP 007b Liaison with City Surveyor's | Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process. | | Stefania Horne | 20-Apr-2023 | 31-Mar-2024 |
| HWQP 007e | Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs. | | Stefania Horne | 20-Apr-2023 | 31-Mar-2024 |

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|---|---|-----------------------------|--|----------------------------|---------------------------------|-------------|
| 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. | Impact 12 | The current risk score remains 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. 20 Apr 2023 | Impact 6 | 31-Mar-2024 Reduce | |

| Action no, Title, | Action description | Latest Note | | 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. | Stefania Horne; Jonathan Meares | 20-Apr-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. | | Stefania Horne; Jonathan Meares | 20-Apr-2023 | 31-Mar-2024 |

| | · | , | Stefania Horne; | 26-Apr-2023 | 31-Mar-2024 |
|----------|---------|---|--------------------|-------------|-------------|
| Extreme | review. | | Jonathan | | |
| Weather | | The Protocol is currently undergoing its scheduled review and being updated as necessary. | Meares | | |
| Protocol | | | | | |

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|--|--|-------------------------|-------|--|----------------------|-------|---------------------------------|-------------|
| | 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. | Impact | 12 | The current risk score remains 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. 20 Apr 2023 | Impact | 6 | 31-Dec-2023 | |
| Stefania Horne | | | | | | | | |

| Action no, Title, | Action description | | | Latest Note Date | Due Date |
|----------------------|--------------------|--|-------------------|---------------------|-------------|
| | | | Stefania Horne | 20-Apr-2023 | 31-Dec-2023 |
| Operating Model | | 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. | | | |

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|--|--|---|----|--|----------------------------|---|---------------------------------|-------------|
| 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. | Document Document | 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. 25 Apr 2023 | Impact | 6 | 31-Dec-2023 | |

| Action no, Title, | Action description | | | Latest Note Date | Due Date |
|----------------------|--------------------|--|-------------------|---------------------|-------------|
| | 1 | 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 | 25-Apr-2023 | 31-Dec-2023 |

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|---|--|--------------------------|-------|--|----------------------|-------|---------------------------------|-------------|
| ENV-NE- HWQP 001 Budget Reduction & Income Loss | Cause: Budget reduction with in-year unidentified savings. Loss of income from visitor attractions, grants, and other funding streams. 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). | Impact | 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 savings associated with the Target Operating Model are met. This risk has been assessed as Amber (8) to reflect the current likelihood and impact of the risk occurring including the review of the revised budgets which is still in process. The target has been set to Amber (6) for June 2023, although this is contingent on the identification of TOM-related savings. 27 Apr 2023 | Impact | 6 | 30-Jun-2023 | |

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|--|--------------------|-------------|-------------------|---------------------|-------------|
| ENV-NE- HWQP 001a Budget monitoring | | 1 & | Stefania Horne | 27-Apr-2023 | 30-Jun-2023 |

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| 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. | 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 Annual Works Programme. Achievement of target score for 2024 is contingent upon funding and support for restoration works. 20 Apr 2023 | | 6 | 31-Mar-2024 Reduce | |

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| ENV-NE- HWQP 002a Mitigation Actions | Ongoing actions to mitigate this risk. | Additional monitoring and ecological assessments required. | Jonathan Meares | 20-Apr-2023 | 31-Mar-2024 |

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| ENV-NE- HWQP 006 Health and Safety Incidents 24-Feb-2022 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. | Impact 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. A short-term Health & Safety Adviser is being recruited by the Departmental Health & Safety Manager to provide additional technical support for North London Open Spaces division. 20 Apr 2023 | 8 | 30-Jun-2023 Reduce | |

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| HWQP 006a Annual H&S | 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. | | Stefania Horne | 20-Apr-2023 | 31-Mar-2024 |
| HWQP 006b Quarterly Divisional H&S Meetings | | Departmental and Divisional Health & Safety meetings have recently been reinstated and will be held regularly. Ongoing action. | Stefania Horne | 20-Apr-2023 | 31-Mar-2024 |

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| ENV-NE-HWQP 011 Tree failure 02-Feb-2023 Jonathan Meares | Cause: Large numbers of older, more vulnerable trees, especially at Highgate Wood which is an ancient woodland. These trees require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, exacerbate the risk. Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage. | Impact 8 | Robust tree management systems are in place to address this risk. These include regular inspections of trees to identify any which are more likely to fail due to structural or health issues. Works are prioritised to ensure the most urgent issues are addressed quickly. The Extreme Weather Protocol contains criteria for closing Highgate Wood and Queen's Park in extreme weather conditions. Discussions with neighbouring local authorities and relevant parties are being undertaken to determine whether closure of roads adjacent to the sites during severe storms is feasible. 20 Apr 2023 | Impact 6 | 31-Mar-2024 Reduce | |

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| ENV-NE- HWQP 011a Tree management systems | Continue to comply with established tree management systems. | that require action are identified and works are prescribed based in order of priority (high, medium | Humphri es; Jonathan | 20-Apr-2023 | 31-Mar-2024 |

| ENV-NE- HWQP 011b Extreme Weather Protocol | Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HWQP 004: Climate and Weather) | An Extreme Weather Policy is in place which requires relevant sites/parts of sites to be closed during extreme weather events, such as high winds, lightning/storms or flooding. The Protocol is being reviewed to determine whether the criteria for closure are still appropriate. | Stefania Horne; David Humphri es; Jonathan Meares | 26-Apr-2023 | 31-Mar-2024 |
|--|--|---|---|-------------|-------------|
| ENV-NE- HWQP 011c Annual tree management audit | Annual tree management audit carried out by external consultant | An annual review of systems and inspections is undertaken by an independent external consultant. | David Humphri es; Jonathan Meares | 20-Apr-2023 | 31-Mar-2024 |
| ENV-NE- HWQP 011d Tree Safety Policy | Review Divisional Tree Safety Policy | The Natural Environment Division's Tree Safety Policy will be reviewed in liaison with colleagues across the Division to ensure it is fit for purpose and updated as necessary. | David Humphri es; Jonathan Meares | 20-Apr-2023 | 31-Dec-2023 |
| ENV-NE- HWQP 011e Road closure options | Liaise with local authorities regarding possibility of road closures during severe storms. | We have made initial enquiries with neighbouring boroughs regarding the possibility of closing roads adjacent to our sites during extreme storms. This a complicated issue, especially as we are not usually able to give advance notice, financial penalties may be involved and other parties and agencies (e.g. GLA/TfL) would need to be consulted. Further discussions with the relevant local authorities and other parties will be undertaken over the coming months to determine whether this is feasible. | | 20-Apr-2023 | 31-Dec-2023 |

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| ENV-NE-HWQP 005 Plant and Tree Disease 24-Feb-2022 Jonathan Meares | Cause: Inadequate biosecurity; purchase of infected trees, plants or animals; spread of windblown OPM (oak processionary moth) from adjacent sites; climate change. Event: Tree disease including Massaria, Ash dieback, Oak Processionary Moth (OPM). Sites become infected by animal, plant or tree diseases. 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. | Impact 6 | Environmental factors, specifically drought and hotter summers will increase vulnerability of trees to pests and diseases. However, we aim to reduce the risk to a score of 4 (serious/unlikely) through effective monitoring and actions. 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. Staff continue to manage Massaria and Horse chestnut bleeding canker. 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> . 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). 25 Apr 2023 | Impact 4 | Accept | |

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| | 11 1 1 1 | | Jonathan Meares | 20-Apr-2023 | 31-Mar-2024 |
| | 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 | 20-Apr-2023 | 31-Mar-2024 |

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| ENV-NE- HWQP 008 Local Planning Issues | 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. | Impact | 4 | The current and target risk scores remain Green 4 (unlikely/serious). This is because our ongoing actions, including collaboration with local stakeholder groups in opposition to potentially damaging developments, have been effective in reducing the risk to this level. 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. 20 Apr 2023 | Impact | 4 | Accept | |

| Action no, Title, | Action description | Latest Note | | Latest Note Date | Due Date |
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| 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. Work collaboratively with local community and civic societies. | Ongoing, the Division makes representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as appropriate. | Jonathan Meares | 21-Apr-2023 | 31-Mar-2024 |
| ENV-NE- HWQP 008b Local planning documents | 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 | 20-Apr-2023 | 31-Mar-2024 |
| ENV-NE- HWQP 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 | 20-Apr-2023 | 31-Mar-2024 |