

Committee(s)	Dated:
West Ham Park Committee	10 July 2023
Subject: Risk Management Update Report	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	1, 2, 4, 11, 12
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Executive Director Environment	For decision
Report author: Joanne Hill, Business Planning and Compliance Manager	

Summary

This report is presented to provide the West Ham Park Committee with assurance that risk management procedures in place within the Environment Department and its Natural Environment Division, which includes West Ham Park, are satisfactory and meet the requirements of the Corporate Risk Management Framework and the Charities Act 2011. Risk is reviewed regularly within the Department as part of the ongoing management of the operations.

Your Committee is responsible for the West Ham Park Charity (registered charity number: 206948). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. By following the processes defined in the Corporate Risk Management Framework, the management of these risks meets the requirements of the Charity Commission.

The risks faced by the West Ham Park charity are summarised in this report and at Appendix 1.

The Natural Environment Cross-Divisional Risk Register includes risks which are managed by the Natural Environment Director at a higher, strategic, level. The Cross-Divisional risks are summarised in this report and at Appendix 2.

Recommendation

Members are asked to confirm, on behalf of the City Corporation as Trustee, that the West Ham Park Summary Risk Register (Appendix 1) satisfactorily identifies the key risks to the West Ham Park charity and that appropriate systems are in place to effectively identify and mitigate risks.

Main Report

Background

1. The City of London's Risk Management Strategy, which forms part of its Corporate Risk Management Framework, requires each Chief Officer to report regularly to Committees on the risks faced by their department.
2. The Charity Commission requires Trustees to confirm in a charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.
3. Each Committee to which the Natural Environment Division of the Environment Department reports receives an update on the risks relevant to the Committee every quarter. Detailed risk registers are presented to Committees every six months. The two interim quarterly reports present summary risk registers, with individual risks being reported in detail by exception.
4. The Executive Director Environment assures your Committee that all risks held by the Natural Environment Division continue to be managed in compliance with the Corporate Risk Management Framework and the Charities Act 2011.
5. Risks faced by the West Ham Park Charity are regularly reviewed by management teams, in consultation with risk owners, with updates recorded in the corporate risk management information system (Pentana). Risks are assessed on a likelihood-impact basis, and the resultant score is associated with a traffic light colour. For reference, the City of London's Risk Matrix is provided at Appendix 3.
6. The detailed risk register for West Ham Park is summarised in the main body of this report and at Appendix 1. For each risk, officers are undertaking a range of actions to mitigate the effects.
7. The Natural Environment Director maintains oversight of all risks and holds a Cross-Divisional Risk Register containing risks which are common to most or all Natural Environment sites: individual charities hold their own local risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director. This register also contains risks related to specific projects which are managed by the Director at a strategic level. The Cross-Divisional risks are summarised in this report, with the Summary Risk Register included

at Appendix 3 for information. The Cross-Divisional risks will be presented to the Natural Environment Board for decision on 10 July 2023.

Current Position

West Ham Park Risks

8. The West Ham Park Risk Register, summarised below and at Appendix 1, contains ten risks (one RED, eight AMBER and one GREEN) which are owned and managed by the Assistant Director, North London Open Spaces, and her Management Team.
 - **ENV-NE-WH 011:** Maintenance of buildings, memorials, play areas and equipment (RED, 16)
 - **ENV-NE-WH 006:** Climate and weather (AMBER, 12)
 - **ENV-NE-WH 013:** Delivery of Capital Projects (AMBER, 12)
 - **ENV-NE-WH 003:** Health and Safety incidents (AMBER, 8)
 - **ENV-NE-WH 004:** Budget reduction and income loss (AMBER, 8)
 - **ENV-NE-WH 009:** Public behaviour (AMBER, 8)
 - **ENV-NE-WH 012:** Recruitment and retention of staff (AMBER, 8)
 - **ENV-NE-WH 014:** Tree failure (AMBER, 8)
 - **ENV-NE-WH 005:** Tree diseases and other pests (AMBER, 6)
 - **ENV-NE-WH 010:** Local planning issues (GREEN, 4)
9. Since the date of the last report to your Committee, all risks have been reviewed and updated in the risk management information system. None of the risk scores have changed.
10. **‘ENV-NE-WH 014: Tree failure’** has been added to the risk register and is provided in detail at Appendix 1a. There are large numbers of older, more vulnerable trees which require regular inspection and works to prevent failure. The risk of failure is increased by the greater frequency of extreme weather events, such as heavy rainfall and high winds. Robust tree management systems are in place to control the impact of the risk, including regular inspections of trees and prioritisation of works; and an effective Extreme Weather Protocol which sets criteria for the closure of West Ham Park during high winds.

Natural Environment Cross-Divisional Risks

11. The Cross-Divisional Risk Register of the Natural Environment Division contains top-level risks. The majority of risks on the register are those which are common to most or all sites: individual charities hold their own specific risks on these matters, and the Cross-Divisional risk consolidates them for oversight by the Director.
12. The Cross-Divisional risks are owned by the Natural Environment Director and they have been recently reviewed in collaboration with the Natural Environment Senior Leadership Team.

13. On 10 July 2023, the Natural Environment Board will receive a report on the nine Cross-Divisional risks summarised below (the Summary Risk Register is provided at Appendix 2 of this report for information).
- **ENV-NE 001:** Health and Safety (RED, 24)
 - **ENV-NE 003:** Operational Property: Repair and maintenance of buildings and structural assets (RED, 24)
 - **ENV-NE 007:** Wanstead Park Reservoirs (RED, 24)
 - **ENV-NE 004:** Pests and diseases (RED, 16)
 - **ENV-NE 002:** Extreme weather and climate change (AMBER, 12)
 - **ENV-NE 005:** Impact of development (AMBER, 12)
 - **ENV-NE 011:** Recruitment and retention of staff (AMBER, 12)
 - **ENV-NE 010:** Budget pressures (AMBER, 8)
 - **ENV-NE 009:** Failure to implement the Charity Review (AMBER, 6)

Risk Management Process

14. Across the Environment Department, risk management is a standing agenda item at the regular meetings of local, divisional and departmental management teams.
15. Between management team meetings, risks are reviewed in consultation with risk and action owners, and updates are recorded in the corporate risk management information system (Pentana).
16. Regular risk management update reports are provided to this Committee in accordance with the City's Risk Management Framework and the requirements of the Charities Act 2011.

Identification of New Risks

17. New and emerging risks are identified through several channels, including:
- Directly by senior management teams as part of the regular review process.
 - In response to ongoing review of progress made against Business Plan objectives and performance measures, e.g., slippage of target dates or changes to expected performance levels.
 - In response to emerging events and changing circumstances which have the potential to impact on the delivery of services.

Corporate and Strategic Implications

18. Effective management of risk is at the heart of the City Corporation's approach to delivering cost effective and valued services to the public as well as being an important element within the corporate governance of the organisation.

19. The risk management processes in place in the Environment Department support the delivery of the Corporate Plan, our Departmental high-level Business Plan, local Management Plans and relevant Corporate Strategies, including, but not limited to, the Climate Action; Cultural; Sport and Physical Activity; and Volunteering Strategies. Risks are also being taken into consideration as part of the development of the Natural Environment and City Operations Divisions' emerging strategies.
20. Risks which could have a serious impact on the achievement of business and strategic objectives are proactively identified, assessed and managed in order to minimise their likelihood and/or impact.

Conclusion

21. The proactive management of risk, including the reporting process to Members, demonstrates that the Natural Environment Division of the Environment Department is adhering to the requirements of the City of London Corporation's Risk Management Framework and the Charities Act 2011.

Appendices

- Appendix 1 – West Ham Park Risks – Summary Risk Register
- Appendix 1a – West Ham Park tree failure risk (detailed)
- Appendix 2 – Natural Environment Cross-Divisional Risks - Summary Risk Register
- Appendix 3 – City of London Corporation Risk Matrix

Contact

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