




West Ham Park Risk Register

Generated on: 28 September 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	Current Risk score change indicator
ENV-NE-WH 011 Maintenance of buildings, memorials, play areas and equipment	<p>Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues. Reduced CWP budget and limited capital programme.</p> <p>Event: Operational or public buildings, playground equipment and other assets become unusable.</p> <p>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. Delays will have operational impact. Overrun of additional work programme. Lack of budget to replace assets.</p>	 <p>Liability</p> <p>Impact</p>	16	<p>We aim to reduce this risk to the target score of 12 by undertaking the following actions:</p> <p>An asset management review is in progress across the whole of the Natural Environment Division; achievement of the following proposed aims will mitigate the risk:</p> <ul style="list-style-type: none"> • Review of how the risk is managed by enabling Natural Environment charities to have a budget to deal with assets and infrastructure repair. This will link to the charity review and internal discussions with other departments. • The review should also give the Natural Environment charities the ability to manage some of the small repairs in-house using local contractors, rather than having to rely 	 <p>Liability</p> <p>Impact</p>	12	31-Dec-2024	

Appendix 1

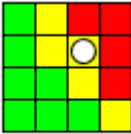
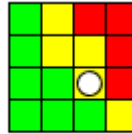

24-Feb-2022 Bill LoSasso; Jonathan Meares				<p>on corporate contracts which can be slow, inefficient and expensive.</p> <ul style="list-style-type: none"> The Assistant Director will oversee detailed asset management plans for the charities which will assess priorities for interventions and budgetary requirements. These asset management plans will be informed by infrastructure surveys where appropriate. A prioritised list of maintenance works will be produced and will be reviewed regularly. 					
				28 Sep 2023				Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 011a	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. We continue to work with CSD to resolve service delivery issues.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 011b	Annual inspections of all buildings, including residential, carried out jointly by site and CSD to capture maintenance needs.	Inspections of staff accommodation need to be resumed. All defects notified by tenants are reported to CSD for action.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 011c	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.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024

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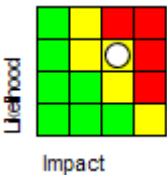
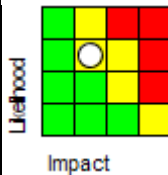

ENV-NE-WH 011g	Asset management review	A full review of Natural Environment assets is underway. The outcome will include detailed asset management plans for West Ham Park.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep- 2023	31-Dec- 2024
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ENV-NE-WH 004 Budget reduction and income loss 25-Nov-2015 Bill LoSasso; Jonathan Meares	Cause: Budget reduction with in-year unidentified savings. Loss of income from facilities, grants, and other funding streams. Event: Inability to meet approved budgets; 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 Impact	12	This risk has been reassessed at a score of 12 to reflect the review of the revised budgets. The new operational structure is tighter and focussed on income generation but we will not have staff resources to achieve income targets until all vacant posts are filled. The target has been set to reduce the score to 8 by the end of the financial year. 28 Sep 2023	 Likelihood Impact	8	31-Mar-2024	 Constant
							Reduce	

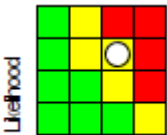
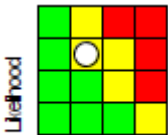

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-WH 004a	Monitor budgets monthly and consider income generation opportunities.	Regular reviewing and forecasting of year end budget position is undertaken with Chamberlain's Department.		Bill LoSasso; Jonathan Meares	28-Sep-2023	31-Mar-2024
ENV-NE-WH 004b	Appoint Head of Business Development	The new structure includes the appointment of a Head of Business Development for the Natural Environment Division who will focus on income generation.		Bill LoSasso; Jonathan Meares	28-Sep-2023	31-Dec-2023

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ENV-NE-WH 006 Climate and Weather 25-Nov-2015 Bill LoSasso; Jonathan Meares	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.		12	The current risk score remains Amber 12 (possible / major) due to the increased frequency of extreme weather events. 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. Increased watering has been carried out during drought conditions. 28 Sep 2023		6	31-Mar-2024	
							Reduce	

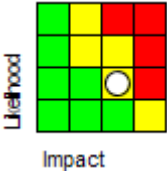
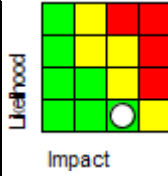

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-WH 006a	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.	Captured in strategic documents, e.g. the City of London Tree Strategy SPD.		Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 006c	Monitor weather warnings: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings.	Our Extreme Weather Protocol is in place, it is currently undergoing its scheduled review and being updated as necessary. The Protocol includes procedures to close the park in high winds. 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.		Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024

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ENV-NE-WH 013 Delivery of Capital Projects 25-Jun-2022 Bill LoSasso; Jonathan Meares	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 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. 28 Sep 2023	 Likelihood Impact	6	31-Dec-2023	 Constant
							Reduce	

Action no	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-WH 013a	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.			Bill LoSasso; Jonathan Meares	28-Sep-2023	31-Dec-2023

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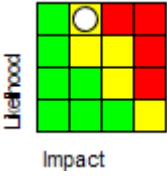
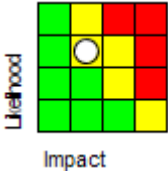

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ENV-NE-WH 003 Health and Safety Incidents 25-Nov-2015 Bill LoSasso; Jonathan Meares	Cause: Poor understanding and/or delivery of Health and Safety policies and procedures; failure to link work activity with adequate procedures; risk assessments and 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.		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. A short-term Health & Safety Adviser has been recruited by the Departmental Health & Safety Manager and is providing additional technical support for the North London Open Spaces Division. 28 Sep 2023		4	31-Mar-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 003a	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.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 003b	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	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.	Bill LoSasso; Jonathan Meares;	28-Sep-2023	31-Mar-2024

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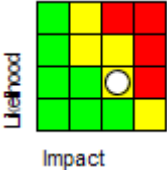
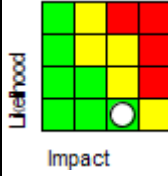

	documentation and processes in light of investigation findings and change in legislation.		Charlotte Williams		
ENV-NE-WH 003d	Staff roles are linked to essential and desirable training needs. Continual and annual review.	Training programme for staff is ongoing and regularly reviewed.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 003e	Clear roles and responsibilities are set out in documentation and reinforced by training. Structure of H&S meeting arrangements enable the cascade of decisions, issues, responsibilities and communications to all staff.	All local Risk Assessments and SSoW concerning the public use of facilities, including sports and buildings are subject to annual review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024
ENV-NE-WH 003f	Relevant officers participate in Departmental Health and Safety meetings. Hold regular Divisional Health and Safety meetings. Keep staff informed, consulted and updated on H&S matters.	Departmental and Divisional Health & Safety meetings have recently been reinstated and will be held regularly. Ongoing action.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Mar-2024

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ENV-NE-WH 009 Public Behaviour 25-Nov-2015 Bill LoSasso; Jonathan Meares	Cause: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. Event: Litter, dog fouling, dog attacks, public incursions, anti-social behaviour. Effect: Reputational damage, injury to visitors and staff, insurance claims, rise in crime rates. Increase in costs of managing public behaviour.		8	Poor public behaviour is an ongoing issue at the Park and, as a result, the current risk score remains Amber 8 (likely/serious). Targeted support from ParkGuard is being used to tackle specific antisocial behaviour incidents such as loud music. Once the new Target Operating Model (TOM) is in place, staff should be in a better position to address issues. We continue to work with the London Borough of Newham's Community Safety Team as necessary. 28 Sep 2023		6	31-Mar-2024	 Constant
							Reduce	

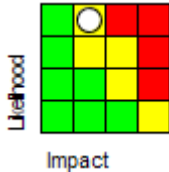
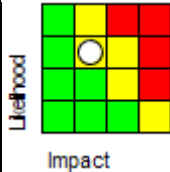
Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 009b	Develop stronger links and become a trusted partner with London Borough of Newham. Develop relationships with officers in other local authorities.	We continue to work with Met Police, schools liaison and SNT's. West Ham Park is very busy and this may increase with good weather and following the opening of the new playground. We are working with the London Borough of Newham's Community Safety Team where required. We also work in partnership with ParkGuard as necessary.	Ricky O'Garro	28-Sep-2023	31-Mar-2024

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ENV-NE-WH 012 Recruitment and Retention of Staff 25-Jun-2022 Bill LoSasso; Jonathan Meares	Cause: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of West Ham Park. Event: Inability to maintain the Park to an acceptable standard. 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.		8	The current risk score has decreased to Amber 8 as the new structure has been confirmed and recruitment is underway. We aim to reduce this risk further once all vacancies are recruited to and the new structure is embedded. 28 Sep 2023		4	30-Sep-2024	 Constant
							Reduce	

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 012b	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is underway.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	31-Dec-2023
ENV-NE-WH 012c	Embed new operational structure.	Support and training will be provided for existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	28-Sep-2023	30-Sep-2024

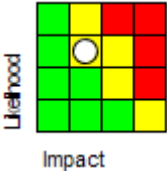
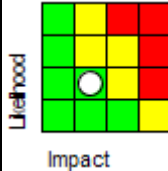

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ENV-NE-WH 014 Tree failure	<p>Cause: Large numbers of older, more vulnerable trees which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, exacerbate the risk, as does soil compaction.</p> <p>Event: More frequent tree failures. Greater risk during high winds, particularly when accompanied by heavy rainfall, and when trees are in leaf. High levels of soil compaction leading to tree health issues.</p> <p>Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage.</p>		8	<p>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.</p> <p>The Extreme Weather Protocol contains criteria for closing West Ham Park in extreme weather conditions.</p> <p>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.</p> <p>We are allocating additional resources where needed to manage the tree maintenance programme.</p>		6	31-Mar-2024	<div></div>
02-Feb-2023 Bill LoSasso; Jonathan Meares				28 Sep 2023			Reduce	Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 014a	Continue to comply with established tree management systems.	A tree management system is in place which includes regular inspections. Trees with issues/features that require action are identified and works are prescribed based in order of priority (high, medium and low) with all urgent works undertaken straight away.	Jonathan Meares	28-Sep-2023	31-Mar-2024

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		Expert staff are resident at the site and are, therefore, able to monitor tree condition on a continuous basis.			
ENV-NE-WH 014b	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-WH 006: 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, lightening/storms or flooding. The Protocol is being reviewed to determine whether the criteria for closure are still appropriate.	Jonathan Meares	28-Sep-2023	31-Mar-2024
ENV-NE-WH 014c	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.	Jonathan Meares	28-Sep-2023	31-Dec-2023
ENV-NE-WH 014d	Liaise with local authorities regarding possibility of road closures during severe storms.	<p>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.</p> <p>Further discussions with the relevant local authorities and other parties will be undertaken over the coming months to determine whether this is feasible.</p>	Bill LoSasso; Jonathan Meares	28-Sep-2023	31-Dec-2023

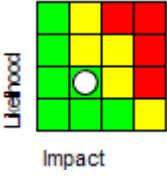
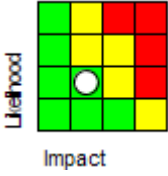
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ENV-NE-WH 005 Tree Diseases and other pests	<p>Cause: Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc.</p> <p>Event: Sites become 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>		6	<p>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.</p> <p>The threat of OPM across the North London Division (NLOS) 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>Sooty bark disease of sycamore becomes significant during hot, dry weather conditions.</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</p>		4	31-Mar-2024	

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25-Nov-2015 Bill LoSasso; Jonathan Meares				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). 28 Sep 2023			Reduce	Constant
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Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-WH 005a	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 the Health & Safety Improvement Group (HSIG), Senior Leadership Team, and other avenues.	Jonathan Meares	28-Sep-2023	31-Mar-2024
ENV-NE-WH 005b	Annual tree inspections undertaken by qualified personnel through framework contract.	Tree inspections for Spring and Summer 2023 were undertaken and resultant works will be carried out. An annual programme is in place for cyclical inspections and is being met.	Jonathan Meares	28-Sep-2023	31-Mar-2024
ENV-NE-WH 005d	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	28-Sep-2023	31-Mar-2024

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ENV-NE-WH 010 Local Planning Issues 25-Nov-2015 Bill LoSasso; Jonathan Meares	Cause: Pressure on planning authorities to meet housing targets and needs. Event: Population increases in the London Borough of Newham cause increased pressure on green space and facilities. 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.		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 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 relevant partners and stakeholders as necessary. 28 Sep 2023		4	Accept	Constant

Action no	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-WH 010a	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. West Ham Park Committee, are updated as appropriate.		Jonathan Meares	28-Sep-2023	31-Mar-2024
ENV-NE-WH 010b	Maintain a close partnership with local planning authorities.	Ongoing. Officers respond to planning issues as necessary. Stakeholders, e.g. West Ham Park Committee, are updated when necessary.		Jonathan Meares	28-Sep-2023	31-Mar-2024