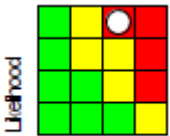
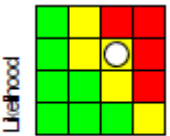


Hampstead Heath Risk Register

Generated on: 30 April 2025



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-HH 007 Decline in condition of assets	Cause: Inadequate proactive and reactive maintenance related to insufficient budget for maintenance, repairs and Cyclical Works Programme, and limited capital works programme. Delays in works being carried out once faults are reported. Lack of staff resources at Hampstead Heath. Lack of clarity (cross-departmentally) around roles and responsibilities for facilities maintenance. Event: Operational and public buildings further decline, becoming unusable and/or unsafe. Effect: Serious injury to a member of the public or member of staff. Service capability disrupted/operational impact. Continuation of decline in condition of assets. Ineffective use of staff resources.	 Lifehood Impact	16	Surveys of condition of high priority assets have been undertaken. These will inform further agreements and working with City Surveyor's Department (CSD) to maximise investment in neglected assets, particularly housing in need of improvement and buildings that have income generation potential. Recent approval of maintenance backlog funding is welcome, and work is underway with CSD and other corporate departments to assess, allocate and prioritise the funding to areas of most need. Important electrical and toilet refurbishment works are due to complete in summer 2025. Asset registers for built assets are undergoing review and being transferred into a new system with additional information by CSD. The Assistant Director Charity Development is taking	 Lifehood Impact	12	31-Dec-2025	

Appendix 1

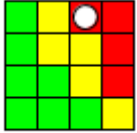
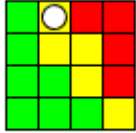
10-Aug-2015 Bill LoSasso	Damage to corporate reputation. Increased costs for reactive maintenance. Overrun of additional works programme.			forward recommendations for changes to ways of working with CSD and other corporate departments. The Natural Environment Charity Review is considering alternative funding options, including the use of reserve funds in order for charities to have greater influence over management and investment in their assets. 29 Apr 2025				
								Reduce

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 007a Review of property assets	Review condition of assets in conjunction with City Surveyor's Department.	As part of the discussions with the City Surveyor's Department (CSD) to agree roles and responsibilities, the open space charities are seeking to reintroduce a programme of cyclical condition surveys of assets by CSD. In the meantime, local staff perform episodic inspections as capacity allows. The 'due date' for this action is the date when it will next be reviewed.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 007b Liaison with City Surveyor's Dept.	Hold regular Client Liaison meetings with City Surveyor's Department to discuss issues and raise concerns about Building Repairs and Maintenance and Projects.	The Assistant Property Facilities Manager (APFM) is in regular contact with Natural Environment Division stakeholders. Officers are continuing to work with CSD to resolve service delivery issues. We are establishing regular project prioritisation meetings with the CWP (Cyclical Works Programme) Team for project oversight. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 007d Annual building inspections	Annual inspections of all buildings, including residential, carried out jointly by local teams and City Surveyor's Department to capture maintenance needs.	Annual inspections of built assets are undertaken in conjunction with the City Surveyor's Department (CSD) and are contingent upon there being sufficient capacity and resource. There is currently insufficient resource within the local team to complete all inspections but officers continue to liaise with colleagues in CSD to progress this. This is an ongoing action and is kept under review.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 007e Asset review	Asset management review.	A full review of Natural Environment assets is being completed through the Natural Environment Charity Review. The eventual outcome will include a comprehensive asset register for Hampstead Heath which will enable the investigation of potential options to tackle the backlog of repair and	Bill LoSasso; Jonathan	29-Apr-2025	31-Jul-2025

Appendix 1

		maintenance works. The 'due date' for this action is the date when it will next be reviewed.	Meares; Charlotte Williams		
--	--	---	----------------------------------	--	--

Appendix 1

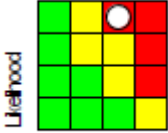
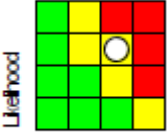
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 014 Impacts of anti-social behaviour on staff and site	Cause: Anti-social behaviour of members of the public. Event: Anti-social, irresponsible or unsafe behaviour; abuse of staff; fly-tipping; litter; dog fouling; dog attacks; vandalism; abandoned/burnt out vehicles; traveller incursions; cycling on non-permitted cycle routes. Effect: Safety of staff and visitors; damage to sites; reputational damage; disruption to operations; cost of repair and increased insurance premiums; loss of staff time.	 Liability Impact	16	A departmental 'Unreasonable Behaviour Protocol' has been developed to tackle abuse of staff, including rapid reporting of incidents. A local process has also been implemented to ensure recording of all incidents and appropriate action is taken as necessary. There has been a significant increase in drugs and used needles being found on West Heath. Officers have met with ParkGuard to discuss and provide supplemental security for the Lido during the peak summer season (up to mid-September). We have recently installed new roller shutters on the Mixed and Men's Ponds observation huts to protect the windows outside of operational hours, following incidents of trespass and break-ins during previous years. Relevant training on conflict management has been provided to North London Open Spaces front-line staff. Locally, officers encourage responsible behaviour and put preventative measures in place where possible. Collaboration with the police and other enforcement agencies to minimise incidents is ongoing. Officers will continue to hire in supplemental security resource where necessary. The target date for this risk has been extended to September, after the peak	 Liability Impact	8	30-Sep-2025	

Appendix 1

16-Jan-2024 Bill LoSasso				summer season. 29 Apr 2025				
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 014a Departmental 'Abuse of Staff Policy'	Develop Departmental 'Abuse of Staff Policy'.	An Environment Department reporting system is in place to enable rapid reporting of instances where staff experience abusive or unacceptable behaviour from members of the public. A Departmental 'Unacceptable Behaviour Protocol' has also been introduced. Locally, all instances of such behaviour are recorded and appropriate action taken. The North London Open Spaces team is also making HR colleagues aware of the practical day-to-day challenges of managing open spaces. The 'due date' for this action is the date when it will next be reviewed.	Bill LoSasso	29-Apr-2025	31-Jul-2025
ENV-NE-HH 014c Enforcement partnerships	Build enforcement partnerships.	This is ongoing with relevant local agencies and partners. A contract with ParkGuard has now been agreed for the provision of supplemental security resource where necessary, including at the Lido for the coming high-season.	Bill LoSasso	29-Apr-2025	30-Sep-2025
ENV-NE-HH 014d Educate visitors	Educate visitors to use the Heath responsibly.	The use of social media messaging, press releases, signage and face to face engagement with members of the public to encourage responsible behaviours is ongoing as appropriate. This is an ongoing action - the due date is the date of the next scheduled review.	Bill LoSasso	29-Apr-2025	31-Jul-2025

Appendix 1

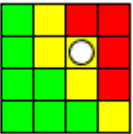
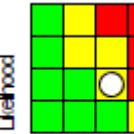
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 015 Work related stress 29-Apr-2025 Bill LoSasso	Cause: Insufficient staffing numbers available to meet existing workloads as a consequence of significant cuts to NLOS staffing during the Target Operating Model (TOM2) process. Event: Staff are overworked, critical services are not delivered, procedures are not updated or followed. Effect: Higher staff absence; increased staff turnover; reduced staff wellbeing and mental and physical health; inability to deliver services; reputational damage due to decreased service delivery; increased risk of accident and injury to staff or public.	 Likelihood Impact	16	Some members of staff are experiencing overwork due to insufficient staffing levels, and are working additional, unpaid, hours to meet service delivery demands. This is resulting in increased levels of workplace stress and anxiety. The current risk score is assessed as Red 16 (likely to occur with a major impact) to reflect this. Senior Management are working to address this situation as identified in the actions below. We aim to reduce the risk score to the initial target of Amber 12 (possible/major) by the end of the financial year. We will then consider other actions which will enable the score to reduce further. 30 Apr 2025	 Likelihood Impact	12	31-Mar-2026	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 015a Business Planning	Improve prioritisation of tasks through the new Five-Year Charity Business Plan.	The business planning process for the charity is being refined to better prioritise workstreams and reduce overwork where possible. The new five-year Charity Business Plan will be presented to Committee for approval in May 2025. The Plan will then be refined continually.		Bill LoSasso	30-Apr-2025	31-May-2025
ENV-NE-HH 015b Staff rotas	Review staff rotas	Staff rotas will be reviewed during 2025 to modernise work schedules and quantify/document staffing gaps where possible.		Bill LoSasso	30-Apr-2025	31-Dec-2025
ENV-NE-HH	Identify additional funding to increase staff	A Head of Development and Partnerships is being recruited to support income generation and		Bill	30-Apr-2025	31-Mar-2026

Appendix 1

015c Income generation	resource.	fundraising. We hope that the work of this officer will identify funding for additional staff resources. The due date of this action is set for March 2026 to enable time for the recruitment process to be completed and for impact of the post holder's work to start to be realised.	LoSasso		
ENV-NE-HH 015d Natural Environment Charity Review	Seek options through the Natural Environment Charity Review.	Senior Managers will advocate for restoration of funding, which was cut during the Target Operating Model (TOM2) process, via the Natural Environment Charity Review (NECR).	Bill LoSasso	30-Apr-2025	31-Mar-2026
ENV-NE-HH 015e Provide support for staff	Liaise with HR and Occupational Health	Senior Managers will continue to liaise with HR and the Occupational Health service as appropriate to ensure support is provided for staff. Stress Risk Assessments will be considered where appropriate. This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.	Bill LoSasso	30-Apr-2025	31-Jul-2025

Appendix 1

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-HH 001 Budget pressures	Cause: Reduced budgets; running costs of the Heath exceed income generation; expanding demand on services; and aging assets requiring investment. Event: Adequate funds are not available to maintain sufficient staffing levels, provide services and maintain the built assets. Effect: Failure to deliver statutory duties. Failure to meet strategic objectives. Decline in range, and quality, of services. Closure of facilities. Decline of the built environment. Reputational damage to the City of London.	 Lifehood Impact	12	The new operational structure devotes staff resource to develop income generation - we are liaising with HR colleagues on recruitment to the post of Head of Development and Partnerships (this post has recently been advertised with a closing date of 22 April 2025). The date by which we aim to reduce this risk to the target score has been extended to March 2026 to allow time for the recruitment and onboarding process, and for the results of the new post holder's work to begin to be realised. The Hampstead Heath charity will transition to a grant funding model from 2026/27 (moving from the current deficit funding model).	 Lifehood Impact	8	31-Mar-2026	
24-Feb-2022 Bill LoSasso				29 Apr 2025			Reduce	

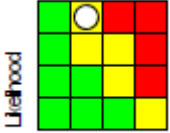
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 001a Budget monitoring	Monitor budgets monthly and consider income generation opportunities.	Regular review and forecasting of the budget position is undertaken with the Chamberlain's Department. Once in post, the Head of Development and Partnerships will focus on developing income generation opportunities.	Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Mar-2026
ENV-NE-HH 001c Appoint	Appoint Head of Development and Partnerships	The new operational structure includes the role of 'Head of Development and Partnerships' for North London Open Spaces. We are liaising with HR colleagues on recruitment to this post. Once on board,	Bill LoSasso	29-Apr-2025	31-Jul-2025

Head of Development and Partnerships		the post holder will focus on income generation.			
---	--	--	--	--	--

Appendix 1

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 004a Review Met Office information	Monitor MET Office weather warnings.	MET Office Data is reviewed weekly and responded to accordingly by the Duty Manager and Duty Supervisor. This is an ongoing action; the 'Due Date' shown is the date of the next review.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 004b Review of site emergency plans	Review site plans annually or, if appropriate, following an incident. Reviews usually conducted in September and agreed later in the year.	An Emergency Action Plan is in place. It is reviewed regularly by the District Surveyor's Engineering Team and/or after an emergency incident. The 2024 review was completed. The statutory inspection of Hampstead Heath's reservoirs is conducted every six months. This is an ongoing action. The due date shown is the date of the next review.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 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, lightning/storms or flooding. The Protocol is being reviewed to consider whether the closure thresholds for each site are still appropriate. A paper will be presented to Committee in July 2025 with proposed changes for approval. We are working with LB Camden and LB Barnet Climate Resilience Teams to reduce the impact of localised flooding around the Heath.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025

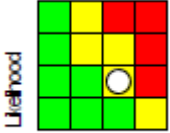
Appendix 1

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-HH 002 Negative impacts of visitor pressure 24-Feb-2022 Bill LoSasso	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 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. An increased security presence has reduced property damage around the Lido facility. Achievement of target score is contingent upon funding and support for restoration works. The target date has been extended to the end of September 2025. 29 Apr 2025	 Impact	6	30-Sep-2025	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 002a Mitigation Actions	Ongoing actions to mitigate this risk.	• Additional monitoring and ecological assessments required. • Surveys to monitor visitor numbers and evaluate environmental impacts on the Heath. • Messaging via social media asking visitors to use the site responsibly. • Regular Ranger and Constabulary activity. • Programmed restoration work is ongoing. • Seeking ways to improve visitor infrastructure to encourage visitors to stay on designated routes and minimise damage. • Carrying out educational and messaging campaigns to encourage the public to use the site responsibly.			Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025

		• Very severely affected areas are temporarily fenced off to enable recovery. We expect this to be a long-term mitigation exercise: the action 'due date' is the date of the next review.			
--	--	--	--	--	--

Appendix 1

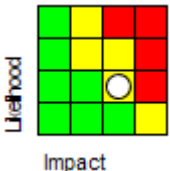
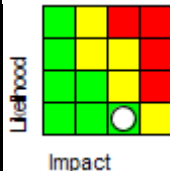
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 003 Outbreak of Fire in Woodland / Heathland 10-Aug-2015 Bill LoSasso; Jonathan Meares; Charlotte Williams	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, arson. 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	8	Due to climate change, hotter, drier summers and increased visitor numbers, the frequency and severity of fires is forecast to increase. Members of staff have attended Vegetation Fire Foundation and Wildfire Management Plan training courses. A Fire Fogger is also being purchased through the Carbon Removals Project and relevant staff will be attending training on use of this equipment, at the end of May. 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) but the target date has been extended to the end of the summer. 30 Apr 2025	 Impact	6	30-Sep-2025	
							Reduce	

Action no, Title,	Action description	Latest Note			Action owner	Latest Note Date	Due Date
ENV-NE-HH 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 Plans cover wildfire/heath fires; they are reviewed annually and will be reviewed again before summer 2025. Funding secured by the Carbon Removals project team has enabled members of staff to receive training on Vegetation Fire Foundation and Wildfire Management Plans. A Fire Fogger is also being purchased through the Carbon Removals Project and relevant staff will be attending training on use of this equipment, at the end of May.			Bill LoSasso; Jonathan Meares; Charlotte Williams	30-Apr-2025	31-Jul-2025

Appendix 1

		There has been a recent site visit to Hampstead Heath by London Fire Brigade representatives who offered advice on fire prevention. The Duty Supervisor/Duty Manager monitors weather warnings for high temperatures/major weather events and briefs staff accordingly.			
ENV-NE-HH 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. 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. This is an ongoing action - the due date shown is the date of the next review.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025

Appendix 1

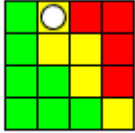
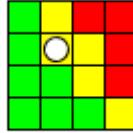
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 006 Risk to health and safety	Cause: The operation of a large public green space, such as Hampstead Heath, carries a range of potential health and safety implications for members of the public, staff, volunteers and contractors. Event: Incident or accident with health and safety implications. Effect: Injury or death of a member of the public, volunteer, staff or contractor. Financial penalty as a result of insurance claims, or non-compliance with health and safety legislation. Reputational damage.		8	The current risk score remains unchanged, but we aim to reduce it the over coming months by further increasing proactive Health and Safety (H&S) management, including audits, inspections, communications and staffing. The target date has been extended to the end of July. Officers continue to proactively address H&S issues and work closely with the departmental and corporate H&S teams. The new Corporate Safe365 Health and Safety system is now being used across the North London Open Spaces. H&S Workshops for staff were recently held at Parliament Hill and Heathfield House to discuss health and safety; raise awareness of the importance of H&S compliance; and to ensure that staff are fully aware of their responsibilities.		4	31-Jul-2025	
10-Aug-2015 Jonathan Meares; Charlotte Williams				29 Apr 2025			Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 006a Annual health and safety site audits	Continue to undertake regular health and safety assessments.	Fire Risk Assessments and water safety audits are undertaken by an external contractor. A Water Safety Audit will be carried out on 6 May across all four sites (the three ponds and the Lido). A Reservoir Panel Engineer inspection is scheduled for 2 May. A full review of Safe Systems of Work (SSoW) has been, and continues to be, undertaken by CoL staff. A North London Open Spaces fleet audit has been undertaken by the CoL's Transport Policy Team -	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025

Appendix 1

		the result was largely positive, and the few resulting recommendations are being addressed. A re-audit will take place in late May to reassess and check progress. This is an ongoing action which is reviewed regularly. The due date shown is the date of the next review.			
ENV-NE-HH 006b Health & Safety meetings	Relevant officers to participate in Departmental Health and Safety Improvement Group meetings. Hold regular Divisional and Sub-Divisional Health and Safety meetings. Keep staff informed, consulted and updated on health and safety matters.	The Head of Operations and Parks chairs regular North London Open Spaces Health and Safety meetings; and represents NLOS at the Divisional and Departmental Health and Safety Group meetings. This is an ongoing action: the 'Due Date' is the date of the next review.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 006d Risk management culture	Continue to develop a culture of proactively 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 Departmental Health and Safety Improvement Group. A local process has also been implemented to ensure recording of all incidents. Relevant training is being organised for staff. H&S Workshops were recently held for staff to discuss H&S; raise awareness of the importance of H&S compliance; and to ensure that staff are fully aware of their responsibilities. This is an ongoing action which is kept under regular review. The due date shown is the date of the next review.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 006e Playground inspections	Annual RoSPA inspections of all playgrounds.	Annual RoSPA inspections of all playgrounds are carried out; these were last undertaken in November 2024 and the next ones are booked in for October 2025 Training has been provided to relevant staff to enable them to carry out monthly inspections of playgrounds. A Playground Working Group has been established, and meets quarterly, to discuss ongoing maintenance of playgrounds. A best practice guide for the design, creation, installation and maintenance of playgrounds has been developed.	Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Oct-2025

Appendix 1

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-HH 009 Water facilities - safety	Cause: Improper use of water facilities: members of the public swimming in unauthorised areas; swimming outside of designated zones/times; fail to pay attention to acclimatisation requirements. Insufficient signage; poor maintenance of banks. Event: Unable to effect safe rescue of swimmer/person in pond. Effect: Death or serious injury of member of public, contractor or staff in ponds. Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty.	 Lifehood Impact	8	The current risk score remains Amber 8 (likely / serious) due to the increased popularity of the facilities and continued incidents of unauthorised access. Supervised water facilities During official opening hours, these facilities are fully staffed with trained lifeguards and swimming stewards. However, members of the public do access these outside of opening hours which increases the risk of drowning, injury and antisocial behaviour. Measures are in place to ensure the health and safety of staff and visitors, but there is additional pressure during peak seasons when attendance increases. Additional staff are being recruited to cover the extended hours over the peak summer season. This risk is partly mitigated by the continuation of the booking system which controls the number of people who are admitted during the busiest periods. Staffing levels are increased during busier periods. An independent auditor undertakes an annual assessment of health and safety compliance for the Lido and ponds - this is next due on 6 May 2025. All operational activity is compliant with health and safety requirements. Unsupervised water facilities These water bodies are not designated swimming facilities and suitable signage is erected and maintained. However, members	 Lifehood Impact	6	31-Mar-2026	

Appendix 1

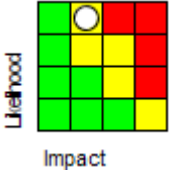
10-Aug-2015 Charlotte Williams				of the public still enter the water, thereby increasing the risk of drowning and injury. Staff are alert to the issue and carry out regular patrols, subject to staff capacity. The Winter Swimming Club is permitted to swim at the Mixed Pond without supervision, subject to a written agreement that transfers risk to members of the club who follow procedures and have suitable insurance cover. This activity has now finished for 2024/25 and will be reviewed in line with the Charity's Business Plan actions. 29 Apr 2025				
							Reduce	

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 009a Staff training	Training for lifeguards, swimming stewards and operational / maintenance staff to ensure the safety of water bodies and swimmers.	Ongoing training needs and requirements are identified in staff performance reviews and 1:1 meetings throughout the year. The due date shown is the date of the next scheduled review.	Paul Jeal; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 009b Signage	Appropriate signage at ponds. Rangers check signage weekly. They also check gates are locked and life rings are in place.	This is actively monitored. Signage, specifically at water bodies, is checked by the Ranger Team as part of their weekly patrols and defects are reported for repair or replacement. The due date shown is the date of the next review.	Paul Jeal; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 009c Safety equipment	Safety equipment accessible at ponds. Weekly checks by lifeguards. Monthly safety equipment checks by Rangers.	This is actively monitored. Safety equipment is checked weekly by lifeguards and monthly by Rangers as part of their patrols. Defects are reported for repair or replacement. An annual contract with a company has been agreed to carry out LOLER inspections on all equipment and carry out repairs as necessary.	Charlotte Williams	29-Apr-2025	31-Jul-2025
ENV-NE-HH 009e Ponds and lido	Manage the ponds and lido to reduce the likelihood of unauthorised access and health and safety incidents.	Front line staff continue to patrol non-lifeguarded ponds, particularly during extreme weather conditions. Stewards are available during operating hours at the ponds and the Lido to promote customer safety. Casual staff are used to bolster the full-time workforce and FTC staff are employed	Jonathan Meares; Charlotte	29-Apr-2025	31-Jul-2025

Appendix 1

management		during the busy summer period. The non-lifeguarded facilities are heavily signed; this is done prior to the beginning of the summer season, emphasising that people should not be swimming in these ponds. We also have regular patrols by both Constabulary and Heath Rangers to monitor and to help with compliance. Supplemental security resource is employed during peak periods to help ensure the health and safety of staff and members of the public. The due date shown is the date this action will next be reviewed.	Williams		
------------	--	--	----------	--	--

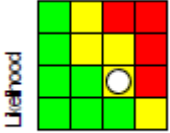
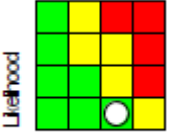
Appendix 1

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-HH 010 Deterioration of water bodies	Cause: Climate change; intermittent contamination from drainage of neighbouring properties. Event: Deterioration in water quality of the ponds and wetlands on the Heath, and increased likelihood of flooding. Effect: Decrease in ecological conditions, habitat diversity and species diversity. Damage from flooding.		8	Ponds are dynamic landscape features which require ongoing management to allow conservation for the future. The ponds and wetlands on Hampstead Heath provide a core component to the Heath's overall ecological value in terms of habitat diversity, and consequently species diversity. The 'Ponds and Wetlands Plan' makes a series of recommendations for future management which are implemented as appropriate. A new diffuser system has been installed in the Ladies Pond to improve water quality. A new/refurbished diffuser system is also needed at the Men's Pond, and a new system at the Mixed Pond. This is critically important to protect income streams, comply with bathing water regulations, and ensure a healthy ecosystem. Diffuser systems are also needed at all non-bathing ponds, particularly 'Hampstead Number Two' pond. We are working with the District Surveyor's Engineering Team and Resilience Team on Emergency Planning and mitigation actions.		6	30-Sep-2025	
25-Jun-2022 Jonathan Meares				29 Apr 2025			Reduce	

Appendix 1

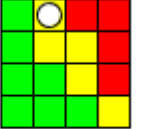
Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 010a Ponds and Wetlands Plan	Implement the recommendations in the Ponds and Wetlands Plan as appropriate.	The Ponds and Wetlands Plan makes a series of recommendations for future management. Officers, in consultation with stakeholders, will discuss and, where appropriate, implement recommendations. The due date shown is the date this action will next be reviewed.	Jonathan Meares	29-Apr-2025	30-Sep-2025
ENV-NE-HH 010b Install aeration equipment	Install aeration equipment	A new diffuser system has been installed in the Ladies Pond to improve water quality. A new/refurbished diffuser system is also needed at the Men's Pond, and a new system at the Mixed Pond. This is critically important to protect income streams, comply with bathing water regulations, and ensure a healthy ecosystem. Diffuser systems are also needed at all non-bathing ponds, particularly 'Hampstead Number Two' pond.	Jonathan Meares	29-Apr-2025	30-Sep-2025

Appendix 1

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-HH 011 Recruitment of suitable staff 25-Jun-2022 Bill LoSasso	Cause: Difficulties in recruiting and retaining suitable individuals. Reduced affordability of living in or near London. Event: Lack of appropriately skilled and capable staff retained to deliver ongoing management and maintenance of the spaces. Effect: Inability to maintain Hampstead Heath to an acceptable standard. Increased number of complaints regarding the services. Decline of natural and built environment. Decline in quality of assets. Closure of facilities. Reputational damage to the Corporation. Pressure on existing staff to cover vacancies and absences.	 Likelihood Impact	8	The current risk score remains as Amber 8. The new organisational structure has been confirmed and recruitment is underway. We have made good progress; this has required a considerable amount of investment in recruitment advertising. The risk will be reduced as vacancies are filled with suitably qualified candidates - the target date has been extended to the end of the year accordingly. 29 Apr 2025	 Likelihood Impact	4	31-Dec-2025	
							Reduce	

Action no, Title,	Action description	Latest Note		Action owner	Latest Note Date	Due Date
ENV-NE-HH 011b Recruit to vacant posts	Recruit to vacant posts.	Recruitment to vacant posts across the NLOS is progressing well. It is hoped that the remaining vacancies will be filled by the end of 2025.		Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Dec-2025
ENV-NE-HH 011c Embed new structure	Embed new operational structure.	Support and training is being provided to existing and new staff to enable the creation of strong, supportive teams with consistent management support and good development opportunities. This is an ongoing action. The due date shown is the date the action will next be reviewed.		Bill LoSasso; Jonathan Meares; Charlotte Williams	29-Apr-2025	31-Jul-2025

Appendix 1

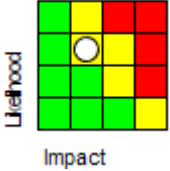
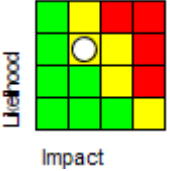
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 013 Tree event or failure	Cause: Large numbers of older, more vulnerable trees across Hampstead Heath and Golders Hill Park, which require regular inspection and works to prevent failure. Extreme weather conditions, particularly high winds, heavy/prolonged rain and snow, and hot, dry conditions 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. Additional risk of summer branch drop in hot, dry conditions. Effect: Public safety - people (serious injury/death) and property; loss of trees; loss of habitat; insurance claims; reputational damage; increased expense for the City of London.		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 relevant parts of the Heath or Golders Hill Park in extreme weather conditions. The Protocol is under review and a report with recommendations, and the draft revised Protocol, will be presented to Committee for approval in July 2025. An annual review by external consultants of the North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward. The target date for this risk has been extended to the end of the year accordingly.		6	31-Dec-2025	
							Reduce	
01-Feb-2023 Jonathan Meares				29 Apr 2025				

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 013a Tree management systems	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. The North London Open Spaces' (NLOS) Tree Team works across all NLOS sites.	David Humphries; Jonathan	29-Apr-2025	31-Jul-2025

Appendix 1

		A tree failure database is maintained to record significant tree failures at Hampstead Heath and Golders Hill Park. The database is reviewed throughout the year by Tree Management Group which meets quarterly.	Meares		
ENV-NE-HH 013b Extreme Weather Protocol	Continue to enforce Extreme Weather Protocol and site closures as appropriate (see also ENV-NE-HH 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 consider whether the current closure threshold for each site is still appropriate. The draft revised Protocol with suggested amendments will be presented to Committee for approval in July 2025.	David Humphries; Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HH 013c Annual tree management audit	Annual tree management audit carried out by external consultant.	An annual review by external consultants of North London Open Spaces' Tree Safety Systems was undertaken in January 2025. Actions and recommendations are being taken forward.	David Humphries; Jonathan Meares	29-Apr-2025	31-Dec-2025
ENV-NE-HH 013d Tree Safety Policy	Review Natural Environment Division's Tree Safety Policy	The Natural Environment Division Tree Safety Policy sets out the requirements and processes that must be in place at all sites for proactive tree inspection programmes, based upon prioritisation criteria, and reactive inspections following incidents such as severe weather events. The Policy is based upon guidance issued by the National Tree Safety Group (NTSG) and has proven effective when tested following previous incidents. The Natural Environment Division's Tree Safety Group will review the Policy to check that it is being implemented fully across the Division and amend the content as necessary to reflect any changes. The NTSG has now released revised guidance. The Divisional Group will further review the Policy to ensure it aligns with the National Guidance.	David Humphries; Jonathan Meares	29-Apr-2025	30-Sep-2025

Appendix 1

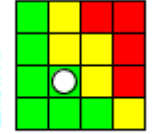
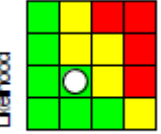
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date/Risk Approach	Flight path
ENV-NE-HH 005 Negative impacts of pests and diseases	Cause: Inadequate biosecurity, buying of infected trees, plants or animals. Oak Processionary Moth (OPM) is endemic across England. Event: Tree disease including Massaria, Ash Dieback, 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.		6	Environmental factors, specifically drought and hotter summers increase vulnerability of trees to pests and diseases. As these factors are beyond our control, we accept that we are unable to reduce this risk, but we will continue to keep the situation under review and take action to maintain the current score. The target date shown is the date the risk will next be reviewed. The threat of OPM across the North London Division is reducing. We have now moved almost entirely to the use of nature-based solutions for OPM management. 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>Xylella fastidiosa</i>. Sooty Bark Disease is becoming more common, due to warmer, drier summers. Staff continue to be vigilant and inspect for these and 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		6	31-Jul-2025	

Appendix 1

10-Aug-2015 Jonathan Meares				may be associated with pests/disease). Staff monitor reports of dead or injured birds across Hampstead Heath and, where appropriate, birds are tested for Avian Influenza. 29 Apr 2025				
							Accept	

Action no, Title,	Action description	Latest Note				Action owner	Latest Note Date	Due Date
ENV-NE-HH 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 - the due date shown is the date the action will next be reviewed.				Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HH 005b Monitor OPM and tree diseases	Identification and treatment of Oak Processionary Moth and tree diseases.	The threat of OPM across the North London Division is reducing. We are now using almost entirely nature-based solutions for OPM management. Staff remain vigilant for all tree pests and diseases. This is an ongoing action - the due date shown is the date the action will next be reviewed.				Jonathan Meares	29-Apr-2025	31-Jul-2025

Appendix 1

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-HH 008 Negative impacts of development and encroachment	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: New houses, buildings or other developments on land affecting Hampstead Heath. Effect: 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. Negative impact on heritage value; high-rise developments may be detrimental to aesthetics and sightlines.		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. The target date shown is the date of the next review. We continue to liaise with partners and stakeholders regarding planning applications which may impact upon Hampstead Heath and the wider Division. Southern borders of Hampstead Heath may see significant development and there is public concern about the impact of this. Officers will engage with relevant parties if and when development occurs to reduce the impact on green space. They will also work in collaboration with relevant stakeholders.		4	31-Jul-2025	
							Accept	
23-Jun-2016								
Bill LoSasso; Jonathan Meares								

Action no, Title,	Action description	Latest Note	Action owner	Latest Note Date	Due Date
ENV-NE-HH 008a Local Authority relationships	Maintain a close partnership with Planning Authorities. Assistant Director and Officers are in contact with neighbouring local authorities in regard to planning issues which	This is an ongoing action, the NLOS Division makes representations as necessary. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated as necessary.	Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025

Appendix 1

	may impact Hampstead Heath. Work collaboratively with local community and civic societies.				
ENV-NE-HH 008b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	This is an ongoing action; we respond to planning issues as necessary. The 'Due Date' is the date of the next review. Stakeholders, e.g. Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee, are updated when necessary.	Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HH 008c Planning applications	The North London division monitors planning activity in order to ensure it does not impact the open spaces.	This is an ongoing action, the 'Due Date' is the date of the next review. Officers 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.	Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025
ENV-NE-HH 008d Engage planning consultant	Engage planning consultant.	Officers will contract with a planning consultant to support continued monitoring of development proposals surrounding the Heath.	Bill LoSasso; Jonathan Meares	29-Apr-2025	31-Jul-2025

