




Appendix 2: Open Spaces All Divisions Risk Register




Generated on: 24 June 2016

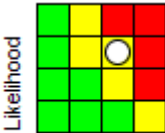
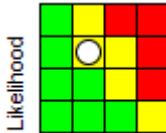

Rows are sorted Division and by Risk Score




PARKS AND GARDENS – 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	Current Risk score change indicator
OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment 25-Nov-2015 Martin Rodman	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings, playground equipment and other assets become unusable Impact: 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. Lack of budget to replace.	 Likelihood Impact	12	Assets inspected regularly by OSD and CSD staff (APFM). Budget set aside when available to undertake supported works 09 Jun 2016	 Likelihood Impact	6	01-Aug-2017	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 002 a Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CSD or delegated to site			Improved APFM attendance and diligence at both sections within the division, leading to improved follow-up and actions post reporting.		Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017
OSD P&G 002 b Annual building inspections	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually					Louisa Allen; Lucy Murphy		01-Apr-2017
OSD P&G 002 c AWP	20 year programme of investment and maintenance of all built assets. Review annually.			Funding of AWP is subject to prioritisation and decision by committee		Martin Rodman	09-Jun-2016	01-Apr-2017
OSD P&G 002 d Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors			Currently under review		Martin Rodman	09-Jun-2016	31-Jul-2017
OSD P&G 002 e Memorial Management	Agreement on management of memorials between CSD, OSD and Diocese. Subject to regular inspection regime and topple testing (City Gardens section only).			Bunhill Fields now documented and fully compliant. Remaining memorials within the Square Mile: Schedule of statutory memorial checks and visits to be		Louisa Allen	09-Jun-2016	01-Apr-2017

		arranged, undertaken across all City Gardens by Diocese. 20 year programme of investment and maintenance of all memorial assets to be agreed. Review annually. In-house training for topple-testing and tagging of memorials taken place.			
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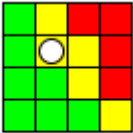
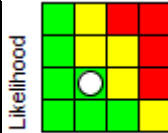

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 004 Tree Diseases and other pests 25-Nov-2015 Martin Rodman	Causes: Inadequate biosecurity, purchase or transfer of infected plants and soil. Invasion of pests and diseases from neighbouring areas e.g. Oak Processionary Moth, Massaria, etc Event: Sites become infected by plant or tree diseases Impact: 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.	 Likelihood Impact	12	Staff trained in pest & disease identification and alerts issued through departmental forum. Annual monitoring of tree stock in accordance with Tree Safety Policy. Departmental biosecurity policy adopted. 09 Jun 2016	 Likelihood Impact	4	01-Apr-2017	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/ prevention.			Ongoing		Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017
OSD P&G 004 b Inspections	Annual tree inspections undertaken through qualified personnel through framework contract					Louisa Allen; Lucy Murphy		01-Apr-2017
OSD P&G 004 c Emergency alerts	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice					Martin Rodman		01-Apr-2017
OSD P&G 004 d Information and communication	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.			Ongoing		Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017

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	Current Risk score change indicator
OSD P&G 005 Climate and Weather 25-Nov-2015 Martin Rodman	Causes: Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced Event: Severe weather/climate impacts at one or more sites Impact: Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of habitats and species.	 Likelihood	12	Continue to monitor and manage site in accordance with controls stated. 09 Jun 2016	 Likelihood	6	01-Apr-2017	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 005 a Plant species	Increased variety of species planted in order to 'spread the risk', e.g. more drought tolerant species and those better able to cope with a range of temperatures/ rainfall levels. Captured in strategic documents e.g. CoL Tree Strategy SPD.					Louisa Allen; Lucy Murphy		01-Apr-2017
OSD P&G 005 b Emergency plan	Review and update plan			Reviewed annually following implementation and test		Louisa Allen; Lucy Murphy	09-Jun-2016	31-Dec-2016
OSD P&G 005 c Weekly monitoring of warning systems	Weekly monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings received through MET office and Resilience Forum			Monitoring that non-email staff receive the information (e.g. through team talks and staff notice boards)		Martin Rodman	09-Jun-2016	01-Apr-2017

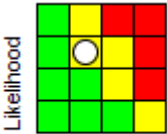
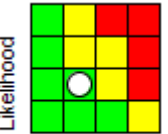

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 007 Population Increase (residential and worker)	Causes: Pressure on planning authorities to meet housing targets and needs Event: Population increases and increased worker numbers in Square Mile creating increased pressure on green space and facilities	 Likelihood	12	Continuing to monitor visitor numbers. Ground renovation works undertaken spring 2016 to alleviate compaction issues and allow ground to recover the worst affected areas.	 Likelihood	6	01-Apr-2017	 No change


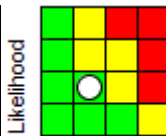

25-Nov-2015 Martin Rodman	Impact: Increase in visitor numbers causing additional pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.			09 Jun 2016				No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 007 a Local authorities Local Plans and Core Strategies	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.			LBN planning portal updates received, flagging latest consultations. Close working relationship with Planning colleagues in City.		Louisa Allen; Lucy Murphy; Martin Rodman	09-Jun-2016	01-Apr-2017

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	Current Risk score change indicator
OSD P&G 008 Major Incident resulting in prolonged 'Access Denial' 09-Jun-2016 Martin Rodman	Causes: Pandemic; deliberate act of terrorism. Event: Major incident, terrorism,; evacuation of East London; aircraft crash; failure of underground services. Impact: Multiple loss of life; inability to access and manage sites; long-term damage to personnel team, sites, assets and reputation.	<div><div>Likelihood</div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	8	Local Authority Civil Contingency Plans; Parks & Gardens Emergency Plan 09 Jun 2016	<div><div>Likelihood</div><div><div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div>	4	01-Apr-2017	
Action no, Title,		Description		Latest Note		Managed By	Latest Note Date	Due Date
OSd P&G 008 a Emergency Plan		Review and update emergency plan		Undertaken - end autumn 2015. Will be reviewed following a year’s implementation and test.		Martin Rodman	09-Jun-2016	31-Dec-2016
OSD P&G 008 b Resilience Forum		Attendance at Resilience Forum and dissemination of learning therefrom.		Superintendent is Departmental representative.		Martin Rodman	09-Jun-2016	01-Apr-2017
OSD P&G 008 c Training		All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.		Training undertaken by relevant team members spring/summer 2016 and rolled out through staff meetings. Ongoing action.		Louisa Allen; Lucy Murphy; Martin Rodman	09-Jun-2016	01-Apr-2017

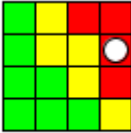
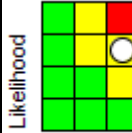

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OSD P&G 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 25-Nov-2015 Martin Rodman	Causes: Poor understanding and/or delivery of Health and Safety policies and procedures; Failure to link work activity with adequate 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, notably working at roadside or at height in City. Impact: Injury to staff, volunteer(s), contractor(s) or member of the public. Prosecution and fine by HSE and/or Police; increased insurance premiums; harm to City’s reputation.	 Likelihood Impact	6	Biennial Peer Review of Health (due Nov 2016) Contractor Protocol Introduced (April 2015). Vehicle/driver safety currently being reviewed corporately. 09 Jun 2016	 Likelihood Impact	4	31-Mar-2017	 Decreased Risk Score
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 001 a Accident Reporting	Continue to develop a good culture of reporting accidents, incidents and near misses.			Continued use of Santia reporting system is helping to achieve this culture as it is easier for staff to report any issues and for continuity of investigations and reports		Louisa Allen; Patrick Hegarty; Lucy Murphy	09-Jun-2016	01-Apr-2017
OSD P&G 001 b Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.					Louisa Allen; Patrick Hegarty; Lucy Murphy		01-Apr-2017
OSD P&G 001 c Biennial review of site health and safety by peer review	Net improvement of standards of H&S following biennial validation visits.					Patrick Hegarty		01-Apr-2017
OSD P&G 001 d Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review			Trained and experienced staff familiar with the New Roads and Street Works Act 1991. Training and certification for staff – operative and supervisor level ‘Street Works’ renewed every 5 years. Tool box talk before activity. RAMS reviewed annually. Work ongoing to capture departmental wide training standards via consistent RA		Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017

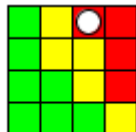
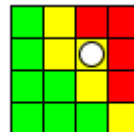

OSD P&G 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action	Periodic reminder of importance including attendance and actions.	Martin Rodman	09-Jun-2016	01-Apr-2017
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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	Current Risk score change indicator
OSD P&G 003 Finance - SBR Roadmap 25-Nov-2015 Martin Rodman	Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues Event: Division is unable to deliver its roadmap programmes to agreed targets and timescales. Adverse workload impact on service delivery. Closure of the Nursery at WHP Impact: Divisional failure - Alternative savings required that may not best suit culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver ‘existing level of services’ declines. Negative press, reputational damage.	 Likelihood Impact	6	All projects are proceeding according to divisional roadmap. 16/17 savings built into Local Risk Budgets. Further non-roadmap projects identified as security against budget shortfall. 09 Jun 2016	 Likelihood Impact	4	31-Mar-2018	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 003 a Financial management and project planning	Deliver the Programmes and projects that will help achieve SBR savings			Good budget profile performance for 2015/16 (and historically). SBR projects are currently in line with roadmap timetable. Additional projects proceeding through Corporate Project Procedure gateways. Additional income streams sought to offset impact of savings.		Martin Rodman	09-Jun-2016	31-Mar-2018

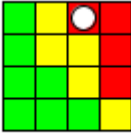
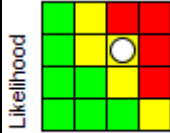

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OSD P&G 006 Public Behaviour 25-Nov-2015 Martin Rodman	Causes: Crime, irresponsible dog owners, rough sleepers, user conflict, trespass, alcohol. Event: litter, dog fouling, dog attacks, public incursions, anti-social behaviour Impact: Reputational damage, injury to visitors, insurance claims, rise in crime rates. Increase in costs of managing public behaviour	 Likelihood Impact	6	Regular liaison with police and other bodies to assist with incidents in the area e.g. vandalism, burglaries in local areas and break ins at residential and operational properties on site. 09 Jun 2016	 Likelihood Impact	4	01-Apr-2017	 Decreased Risk Score
Action no, Title,		Description		Latest Note		Managed By	Latest Note Date	Due Date
OSD P&G 006 a Conflict Management Training		Staff conflict management training up to date through use of both internal and bought-in expertise		NLOS delivered a series of training courses in how to manage commonly-occurring		Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017
OSD P&G 006 b Develop and improve joint working		Develop stronger links and become a trusted partner with LBN. New relationships with officers in local authorities need developing		Ongoing action		Louisa Allen; Lucy Murphy	09-Jun-2016	01-Apr-2017
OSD P&G 006 c Controlling dogs through Dog Control Orders		Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required				Louisa Allen; Lucy Murphy		01-Apr-2017
OSd P&G 006 d Approach to Anti-social behaviour		Ensure multi-disciplinary approach in place				Louisa Allen; Lucy Murphy		01-Apr-2017

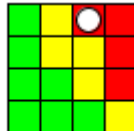


EPHING FOREST – Rows are sorted by Risk Score

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	Current Risk score change indicator
OSD EF 002 Decline in Assets condition 19-Aug-2015 Paul Thomson	Causes: Poor maintenance, failure to implement recommendations. Event: Failure to meet statutory regulations and checks. Buildings deteriorate to unusable/unsafe condition. Impact: Poor condition of Assets, loss of value, cost of repair. Fines from Local Authority, and other statutory bodies.	 Likelihood	24 Impact	Regular assets inspection Budget set aside for carrying out recommended works 31 May 2016	 Likelihood	12 Impact	31-Aug-2017	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 002 a Forest asset register	Creation of a forest hydrological asset register for city surveyors			Completed awaiting decision on responsibilities allocation between city surveyor and open spaces		Geoff Sinclair	18-May-2016	01-Apr-2017
OSD EF 002 b Forest furniture audit and maintenance	Database to be created by CS Creation of maintenance plan of all forest furniture and then implement actions arising from plan			Staff undertaking Juno PS training.		Martin Newnham; Geoff Sinclair	18-May-2016	01-Apr-2017
OSD EF 002 d Statutory compliance of buildings	Schedule of statutory checks and visits held and carried out by CS or delegated to site			Mixed results and continuity regarding scheduling and remedial work of PPM		Jo Hurst	18-May-2016	31-Jul-2016
OSD EF 002 e Annual building inspections	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required annually			11 visits carried out but improvement required on paperwork. Tenanted buildings to be added to the list		Jo Hurst	18-May-2016	01-Apr-2017
OSD EF 002 f AWP	20 year programme of investment and maintenance of all built assets. Review annually.			Funding of AWP is subject to senior level decision		Jo Hurst	18-May-2016	01-Apr-2017
OSD EF 002 g Upkeep of Great Gregories farm	Put actions and processes in place that ensures the upkeep and development of the site. Need to register the new building under the corporate insurance and create a maintenance budget for the upkeep if the building.			Building registered		Jeremy Dagley	09-Jun-2016	30-Nov-2016
OSD EF 002 h Division of responsibilities	Documented agreement on repairs and maintenance responsibilities across all built assets between open spaces and city surveyors			Currently under costed review		Jo Hurst	18-May-2016	31-Jul-2017

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	Current Risk score change indicator	
OSD EF 008 Invasive Non Native Species (INNS) 19-Aug-2015 Paul Thomson	Causes: Lack of adequate controls on international trade encourages transmission of invasive non-native species; inadequate site biosecurity often through conscious public release of INNS within Forest Event: Sites become occupied by INNS which can lead to the decline, hybridisation or loss of key native species due to out-competition/disease transmission. Some INNs have health protection issues particularly moths producing urticating hairs and terrapins carrying <i>Salmonella</i> (DT 191a) Impact: loss or decline of key species; temporary site closures; increased costs of monitoring and control. Threat to existing conservation status of sites.	 Likelihood Impact	16	Monitoring programmes remain in place. Spread of INNS continues to be a risk. Regular review 31 May 2016	 Likelihood Impact	12	01-Apr-2017	 No change	
Action no, Title,		Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 008 a Biosecurity training		Biosecurity training for all surveying staff			Include APHA forestry commission and lead SME from APHA		Martin Newnham	19-May-2016	30-Nov-2016
OSD EF 008 b INNS monitoring		Monitor on a very regular basis and react to issues identified as and when. Ongoing			Deer census complete north of the M25. South M25 ongoing Giant hogweed and Japanese knotweed database between keepers and Environmental stewardship officer has been running for 5 years Addressing floating pennywort and crassula on an ad hoc basis as required.		Jeremy Dagley; Martin Newnham; Geoff Sinclair	19-May-2016	01-Apr-2017
OSD EF 008 c INNS policy		Develop an INNS policy					Jeremy Dagley		01-Apr-2017


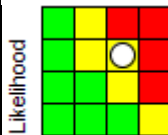

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 010 Development Consents close to Forest Land 19-Aug-2015 Paul Thomson	Causes: Lack of suitable protections in EF Acts; Planning Authorities obligations to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of resources to employ specialist support or carry out necessary monitoring/research Event: Large housing; transport infrastructure or other developments on land affecting Epping Forest. Impact: Change in character to the context and setting of Forest Land. Potential increase in visitor numbers and recreational pressure. Increased in air, light and noise pollution and consequent potential decline in biodiversity and tranquillity. Further increases in traffic volumes on local road network.	<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div></div></div></div></div>	16	In the last 12 months there has been an increase of use of green belt for developments and development of current houses into flats. 19 May 2016	<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div></div></div></div></div>	12	31-Mar-2018	<div><div>↑</div><div>Increased Risk Score</div></div>
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 010 a Local authorities/Counties Local Plans and Core Strategies	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.					Jeremy Dagley		31-Dec-2017
OSD EF 010 b Natura 2000/Special Area of Conservation (SAC)	Agree a joint approach with Natural England and responses to development pressure on SAC					Jeremy Dagley		31-Dec-2016
OSd EF 010 c Forest transport strategy	Negotiate renewal with Essex County Council and extend to cover London Borough's					Jeremy Dagley		31-Mar-2017
OSD EF 010 d NGAP package	Meet with LBE and influence outcome of their NGAP project			NGAP removed from their LBE NEEAAP		Jeremy Dagley	19-May-2016	31-Mar-2017

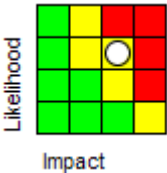
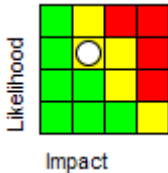

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OSD EF 012 Loss of Forest Land and/or concession of prescriptive rights 19-Aug-2015 Paul Thomson	Causes: Lack of single definitive reference point for Epping Forest boundaries and accesses. Event: Failure to recognise encroachments or legal limitation by the failure to act within a reasonable period of time. Impact: compromising statutory responsibility through loss of Forest Land to encroachment; concession of prescriptive rights and loss of potential income; significant costs and jeopardy of litigation in recovering rights; harm to City of London's reputation as Conservators	 Likelihood	16 Impact	Status of 32 disputed areas to be determined Legal advice to be sought on key issues Initial registration completed with Land Registry 31 May 2016	 Likelihood	12 Impact	31-Mar-2018	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 012 a Access audit training	Land Officer delivering training on access so that the correct information can be gathered for validation					Sue Rigley		31-Aug-2016
OSD EF 012 b Audit timetable	Establish timetable to undertake sequence of audits			Compartment 1 and 16 are ready for audit Further compartments will follow over the next ten months		Jeremy Dagley; Sue Rigley	26-May-2016	31-Jan-2017
OSD EF 012 c Undertake timetabled audits	Keeper team to undertake audits. this will be cyclical and ongoing					Martin Newnham		31-Dec-2017
OSD EF 012 d Assessment of the audits in partnership with CS and CCS	Work with City Surveyors and Comptrollers and Solicitors Department to consider if legal action is required to settle disputes. Ongoing					Sue Rigley		31-Dec-2017

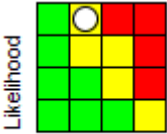
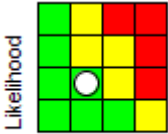

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator	
OSD EF 016 Financial management and loss of income 18-May-2016 Paul Thomson	Causes: COL facing austerity efficiencies: revisions to EU common agricultural policy (CAP) regulation, transition to Basic Payment Scheme (BPS) and UK interpretation and tightening of qualifying eligibility criteria. Failure to deliver to spend profile may result in loss of budget; lack of skills/capacity to deliver income generation projects; unrealistic initial targets and deadlines. Possible impact of Brexit. Event: Reduction deficit funding from the COL; reductions in direct grant available from the Environment Agency or Rural Payments Agency (RPA) to deliver agricultural/conservation activity; especially conservation grazing. Division is unable to deliver spend to profile or income generation programmes to agreed targets and timescales. Adverse workload impact on service delivery. Impact: Reduction in income. Reduction or cessation of agricultural/conservation activity, including negative impact on grazing partnership. Reduction / loss of biodiversity.	 Likelihood Impact	16		 Likelihood Impact	12	31-Oct-2017	 No change	
Action no, Title,		Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 016 a Basic Payment Scheme		Apply for funding from the RPA - annual process			Yearly application process Potential for fines if do not respect the funding brief. Risk inherent in this European funding if changes to country's position within Europe Reductions of grant in order of 10 - 12% has been made which has been offset by claims from other areas Further regulations and inspections are likely to further constrain the ability to claim on commons available for grazing. Excess entitlements may be sold or transferred		Jeremy Dagley	31-May-2016	31-Aug-2016
OSD EF 016 b Business merger for RPA		Complete the merger of EF and The Commons under the single SBI and assess risks of claim area in relation to future inspections			Merger progress approx 60% and inspection risk progress approx 10%		Jeremy Dagley	31-May-2016	31-Mar-2017
OSD EF 016 c Budget review		Effective budget management through use of new profiling information, in-year review/ reallocation in September. Monthly meetings with budget holders.			Aggregating and refining budgets to improve monitoring		Jo Hurst	31-May-2016	31-Mar-2017

	Monthly reporting and monitoring. Ongoing process				
OSD EF 016 d SBR savings	Income and expenditure targets across project streams with monthly monitoring and review			Paul Thomson	01-Apr-2017

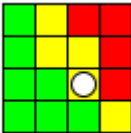
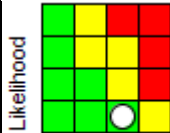
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator	
OSD EF 003 Declining Site of Special Scientific Interest (SSSI)/Special Area of Conservation (SAC) Condition 19-Aug-2015 Paul Thomson	Causes: Lack of grazing pressure; Invasive Non Native Species (INNS); anthropogenic nitrogen deposition; atmospheric pollution; and climate change. Event: Unfavourable assessment by Natural England. Impact: Decrease in % SSSI area in favourable condition (currently 35.42%); decrease in %SSSI area in unfavourable recovering (currently 48.24%); loss of grant funding; harm to City’s reputation. Fines from Natural England and Defra	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Impact</div></div></div>	12	Work programme focussed on SSI / SAC recovery projects Countryside Stewardship Grant programme focussed on wood pasture restoration (until 2018). Heritage Lottery Fund Programme investment in Grazing Expansion Plan 2013 to 2018 31 May 2016	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Impact</div></div></div>	4	01-Jan-2018	<div>↔</div> No change	
Action no, Title,		Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 003 a Countryside stewardship grant		Prepare application for new stewardship			The review of CAP has reduced funding available		Jeremy Dagley	18-May-2016	01-Jan-2018
OSD EF 003 b Biodiversity 2020		Create plan of action for 5 compartments within existing resources			Meetings with Natural England have taken place on site		Jeremy Dagley	18-May-2016	01-Apr-2017
OSD EF 003 c Remodel grazing expansion plan and implement		Remodel grazing expansion plan so that appropriate to the resources available. Build up the number of animals and manage parts of the forest for grazing.			Using additional animals from different breeds. New wintering facility in use at Great Gregories although expansion required Decision outstanding on contractual arrangements arising from remodelled plan		Jeremy Dagley	18-May-2016	01-Jan-2018

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	Current Risk score change indicator
OSD EF 007 Pathogens 19-Aug-2015 Paul Thomson	Causes: Lack of adequate controls on international trade encourages transmission of pathogens; inadequate site biosecurity; and spread of novel pathogens responding to changes in climate presence of suitable hosts. Event: Sites become infected by pathogens causing diseases which lead to the decline or loss of key species Impact: loss or decline of key species; temporary site closures; increased costs for biosecurity, monitoring and reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.	 Impact	12	Biosecurity measures are in place for staff, volunteers and contractors 31 May 2016	 Impact	12	01-Apr-2017	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 007 a Massaria survey	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly			Initial works arising from the survey have been carried out. The undertaking of the survey and arising actions is an ongoing process.		Geoff Sinclair	19-May-2016	01-Apr-2017
OSD EF 007 b Leaves miner moth on horse chestnut	Trial inoculation of infected trees to be undertaken by specialist contractor			Process was not successful		Geoff Sinclair	19-May-2016	30-Jun-2015
OSD EF 007 c Survey Oaks for Acute Oak Decline	Yearly inspection of 600 of the ancient oaks across the centre of the forest. Annual activity.			Going forward there will be a link with the Forestry research		Jeremy Dagley	19-May-2016	31-Dec-2016
OSD EF 007 d Sudden Oak Death	Yearly inspection of all Rhododendron and Larch. Tender of Larch removal. To be done yearly			Discussions taken place about contracting out for the removal of all Larch at warren plantation		Jeremy Dagley	19-May-2016	01-Apr-2017
OSD EF 007 e Biodiversity policy	Need to develop a biosecurity policy and then implement.			Have discussion and create plan for biosecurity feasibility of implementation		Jeremy Dagley	19-May-2016	30-Nov-2016

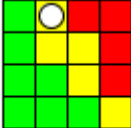
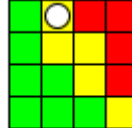

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 009 Severe Weather Events 19-Aug-2015 Paul Thomson	Causes: Severe gale and storm events, prolonged precipitation/increased precipitation events or restricted precipitation increasing Fire Severity. Event: Severe weather events including periods of drought; flooding; gales; and increased Fires Severity. Impact: Risk of injury or death to staff, visitors, contractors and volunteers. Loss of habitat/public access and intensification of visitor pressure on other areas of Forest; Damage/loss of rare/fragile habitats and species; Incidents increase demand for staff resources to respond to maintain public and site safety; loss of species, temporary site closures; increased costs for reactive management.		12	Cutting of firebreaks completed Sept 15. 31 May 2016		6	31-Dec-2016	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 009 a Emergency plan	Review and update plan			Will be reviewed following a year implementation and test		Martin Newnham	19-May-2016	31-Dec-2016
OSD EF 009 b Local Authority Liaison Officers	Organise and deliver LALO training to all managers on call rota					Martin Newnham; Geoff Sinclair		31-Aug-2016
OSD EF 009 c Bronze/Silver/Gold working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX					Martin Newnham; Bertrand Vandermarcq		31-Oct-2016
OSD EF 009 d VALEX (Validation Exercise)	Multi disciplinary validation exercise to take place covering a number of topics					Martin Newnham; Bertrand Vandermarcq		30-Nov-2016
OSD EF 009 e Severe weather protocol	Write, implement a severe weather protocol and ensure protocol is rolled out to all relevant staff			Training of the new protocol has been delivered to admin staff, operation staff and senior forest keepers but is need to cascade this down to all levels. More training needed for Forest keepers and Visitor Services staff.		Geoff Sinclair	19-May-2016	01-Apr-2017
OSD EF 009 f Weekly monitoring of weather warning systems	Weekly monitoring of weather warning: fire severity index, hydrological outlook and water situation reports. Use staff email to advise on reactive reporting of weather warnings and fire severity index			Monitoring that non-email staff receive the information		Jo Hurst	19-May-2016	01-Apr-2017

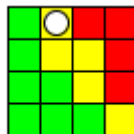
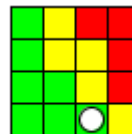

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 19-Aug-2015 Paul Thomson	Causes: 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 undertaken or completed incorrectly; inadequate appropriate training; failure to implement the results of audits. Event: Staff, volunteers contractors or licensees undertake unsafe working practices Impact: Injury or death of staff, volunteer(s), contractor(s) or licensee(s), volunteer or member of the public. Prosecution by HSE and/or Police; increased insurance premiums; harm to City's reputation. Fine from HSE	 Likelihood Impact	8		 Likelihood Impact	4	31-Jul-2017	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD ED 001 d Accident Reporting	Continue to develop a good culture of reporting accidents and incidents and near misses.			Continued use of Santia reporting system is helping to achieve this culture as its easier for staff to repot any issues and for continuity of investigations and reports		Jo Hurst	17-May-2016	01-Apr-2017
OSD EF 001 a Contractor protocol	A contractor protocol is in place including works undertaken by City Surveyors and external contractors. Continued monitoring is required and all contractors to sign up and comply. Regular review of documentation and processes in light of investigation findings and change in legislation.					Jo Hurst		01-Apr-2017
OSD EF 001 b Biennial review of site health and safety by peer review	Net improvement of standards of H&S following 2013 and 2015 validation visits.			Actions outstanding from peer review as awaiting funding		Jo Hurst	17-May-2016	01-Apr-2017
OSD EF 001 c Training programme	Staff roles linked to essential and desirable training needs. Continual and annual review			Work ongoing to capture departmental wide training standards via consistent RA		Jo Hurst	17-May-2016	01-Apr-2017
OSD EF 001 e Hierarchy responsibilities and communications	Clear role and responsibilities set out in documentation and reinforced by training. Structure of local H&S meeting arrangements cascading down decisions, issues, responsibilities and communications. Ongoing action			Periodic reminder of importance including attendance and actions.		Paul Thomson	17-May-2016	01-Apr-2017
OSD EF 001 f Annual licensees checks	H&S checks undertaken annually for all refreshments and food outlets under licence in the forest, excluding ice cream vans			2 of the licensees are failing to provide documentation		Jo Hurst	17-May-2016	30-Jun-2017

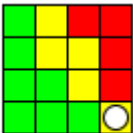
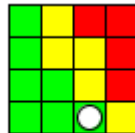

OSD EF 001 g Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.		Patrick Hegarty		31-Dec-2016
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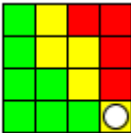
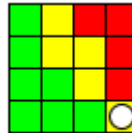

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 004 Raised Reservoirs 19-Aug-2015 Paul Thomson	Causes: Inadequate design, insufficient prescribed maintenance, leaks compromising dam integrity, failure to implement Panel Engineer's Recommendations, failure to keep dams clear of vegetation; failure to maintain Blue Books, failure to evaluate large water body capacities; disputed ownership/responsibility for one LRR Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion of dam and potential collapse Impact: Loss of life. Damage to downstream land/property. Litigation. Risk of prosecution. Reputational harm. Damage to/loss of habitat and associated rare species. Fines from EA	 Likelihood Impact	8		 Likelihood Impact	4	31-May-2017	↔ No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 004 a Panel engineer inspections	Statutory inspection visits by engineer - 6 monthly in May and October			Obtained copy of engineers report		Martin Newnham; Geoff Sinclair	18-May-2016	15-May-2017
OSD EF 004 b Eagle Ponds	Complete works on the Eagle ponds and obtain approval for distribution of responsibilities. Survey the outward toe of the dam pending decision on shared responsibility			Surveyed the outward toe of the dam pending decision on shared responsibility with London Borough of Redbridge		Geoff Sinclair	09-Jun-2016	31-Oct-2016

	with London Borough of Redbridge				
OSD EF 004 c Internal inspection regime	Weekly inspection of reservoirs / dam. Review the use of penstock gates	water levels checked weekly and gates released as and when required	Martin Newnham	18-May-2016	30-Apr-2017
OSD EF 004 d Clearance work	LBR maintenance programme implemented - ongoing		Geoff Sinclair		30-Apr-2017
OSD EF 004 e Baldwins Pond and Birch Hall Park Pond	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Awaiting recategorization of raised reservoirs A to C. Most of EF's are moving to B's	Geoff Sinclair	18-May-2016	30-Apr-2017

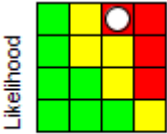
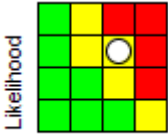
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 011 Wanstead Park – Heritage at Risk Register 19-Aug-2015 Paul Thomson	Causes: Grade II* Registered Park and Garden Wanstead Park has been on the “Heritage at Risk” register since 2009, listed as in declining condition. Further restoration by four landowners is required to halt deterioration in condition and secure continued abstraction licence. Event: Failure to complete Impact: Continuing deterioration of at risk heritage features; education and interpretation opportunities missed; deteriorating state impacts negatively on the City’s reputation Fines from English Heritage in respect of listed buildings	 Likelihood	8	Hydrology study completed identifying shortfalls in water budget 31 May 2016	 Likelihood	8	01-Jan-2018	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 011 a Conceptual options plan	Develop, consult and obtain committee approval for conceptual option plan			Draft completed and currently going through stakeholder consultation.		Geoff Sinclair	26-May-2016	30-Nov-2017
OSD EF 011 b Funding for implementation of plan	Identify potential funding / partners and submit bid. Funders may include HLF					Paul Thomson		31-Dec-2017

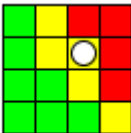
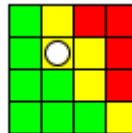

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator	
OSD EF 013 Loss of knowledge in skilled staff / Difficulties in recruitment 19-Aug-2015 Paul Thomson	Cause: Previous reliance on memory-based rather than documentary records; Retirements amongst ageing workforce; Remuneration and benefits package increasing uncompetitive for market sector Event: Loss of knowledge and skills. Impact: Extra training needs, difficulty in recruitment or induction of new staff	<div>Likelihood</div> <div></div> <div>Impact</div>	8		<div>Likelihood</div> <div></div> <div>Impact</div>	4	31-Mar-2017	<div></div> No change	
Action no, Title,		Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 013 a Key role assessment actions		Identify key roles where officers are nearing retirement or expressing development needs or desire to leave COL/Open Spaces Review this data annually via PDR's and one to one's Succession plan drawn up by DMT and agreed by Superintendent/HR support for Key roles			Succession planning identified in workplace plan PDR and one to one's used to assess likely loss of key staff Partial plan has been drawn up for some key roles but further work required		Jo Hurst	31-May-2016	31-Mar-2017
OSD EF 013 b Increase process documentation		Increase documentation of memory based knowledge Ensure that information needed for emergency situations and out of hours is written down forming part of a pack Move collected data onto the GIS system					Jo Hurst; Martin Newnham		30-Sep-2016
OSD EF 013 c Appointment cross-over		Ability to recruit overlapping positions to allow transfer of knowledge. Budgetary consideration and proactive support from HR					Jo Hurst		31-Mar-2017

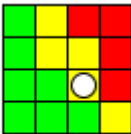
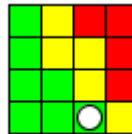

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD EF 014 Major Incident resulting in prolonged 'Access Denial' 19-Aug-2015 Paul Thomson	Causes: Pandemic; Human error, mechanical failure or deliberate act of terrorism. Event: Major incident, terrorism,; evacuation of East London; aircraft crash; failure of underground services; major pollution incident from M25 Pollution from septic tanks or cattle buildings. Impact: damage to and loss of Forest habitat; threat to existing conservation status of sites; reduced income from licensees unable to trade; costs of remediation and staff engagement. Fines from EA for pollution incidents	 Likelihood	8		 Likelihood	4	30-Nov-2016	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD EF 014 a Emergency Plan	Review and update emergency plan			Done - end March 2016. Will be reviewed following a years implementation and test.		Martin Newnham	31-May-2016	01-Apr-2017
OSD EF 014 b LALO training	Relevant staff undertake LALO training			Awaiting training date. All managers on the call rota to attend		Martin Newnham; Geoff Sinclair	31-May-2016	31-Aug-2016
OSD EF 014 c Bronze/Silver/Gold working with 'blue light' services	Joint training and liaison meeting to be organised to occur before VALEX			Training planned for Nov 16		Martin Newnham	09-Jun-2016	31-Oct-2016
OSD EF 014 d VALEX (validation exercise)	Multi disciplinary validation exercise to take place covering a number of topics					Martin Newnham; Bertrand Vandermarcq		30-Nov-2016

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	Current Risk score change indicator
OSD EF 015 Public behaviour 19-Aug-2015 Paul Thomson	Causes: Crime, irresponsible dog owners, rough sleepers, User conflict, trespass, alcohol. Event: Fly tipping, litter, dog fouling, dog attacks, abandoned/burnt out vehicles, traveller incursions, anti-social behaviour Impact: Bad PR, injury to visitors, insurance claims, police exclusion zones, rise in crime rates, illegal occupancy of Forest land. Increase in costs of managing public behaviour	Likelihood  Impact	8	Fly tipping award scheme Dog control orders are now Public Space Protection Orders Local authority and Police liaison around rough sleepers and travellers and rough sleeper protocol established Aug 2015 31 May 2016	Likelihood  Impact	8	01-Apr-2017	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD E 015 f Develop and improve joint working	Develop stronger links and become a trusted partner with EFDC, LBWF, LBR and LBN. New relationships with officers in local authorities need creating/developing following staff changes Ongoing action					Martin Newnham		31-Mar-2017
OSD EF 015 b Controlling dogs through Dog Control Orders	Dog Control Orders / PSPO's ideally required for all Boroughs. Currently in place for EFDC and LBWF Ongoing until Borough's make submissions for PSPO's / DCO's			LB Redbridge work in progress		Martin Newnham	31-May-2016	31-Mar-2017
OSD EF 015 c Approach to rough sleeping	Multi disciplinary approach with enforcement and outreach team. Protocol in place.					Martin Newnham		31-Mar-2017
OSD EF 015 d Approach to fly tipping	Multi disciplinary approach with enforcement team ISA and sharing enforcement action CIWM training taking place to ensure EPA prosecution compliance			LBR enforcement team have picked up EF policy as best practice and will be using this to prosecute fly tips		Martin Newnham	31-May-2016	31-Mar-2017
OSD EF 015 e Approach to Anti social behaviour	Multi disciplinary approach required CPN and CPW being explored					Martin Newnham		31-Mar-2017




NORTH LONDON OPEN SPACE - 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	Current Risk score change indicator
OSD NLOS 011 Impact of housing and population and transport increase 23-Jun-2016 Bob Warnock	Causes: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning and developments. 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 Open Spaces. Impact: Potential increase in visitor numbers and recreational pressure. Increased in 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.	 Likelihood	16	Revised planning application due in July 2016 for Athlone House. Possibility of appeal in regard to the Waterhouse on Millfield Lane. An objection has been lodged in regard to Heath House Planning activity is constant 23 Jun 2016	 Likelihood	12	31-Mar-2017	New risk
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD NLOS 011 a Local Authority relationships	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet and Haringey in regard to planning issues which may impact the open spaces.			Ongoing		Richard Gentry	23-Jun-2016	31-Oct-2016
OSD NLOS 011 b Local planning documents	Respond to consultation on the local plans to help influence the content of the document.			Response to planning issues given as and when required.		Richard Gentry	23-Jun-2016	31-Oct-2016
OSD NLOS 011 c Planning applications	A consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to planning activities.					Richard Gentry		31-Mar-2017




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	Current Risk score change indicator
OSD NLOS 004 Plant and Tree Disease 10-Aug-2015 Bob Warnock	Causes: Inadequate biosecurity, buying of infected trees, plants or animals, spread of windblown OPM (oak processionary moth) from adjacent sites Event: Tree disease including Massaria, Ash Die Back, Oak Processionary Moth. Sites become infected by animal, plant or tree diseases Impact: Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM	Likelihood  Impact	12	Competent and trained arboricultural staff liaise with the Forestry Commission and approved arboricultural contractors, e.g. for removal of OPM. 24 May 2016	Likelihood  Impact	6	31-Mar-2017	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD NLOS 004 a Tree and Plant Procurement	Sourcing of plants / trees through approved suppliers. Review six monthly					Richard Gentry		31-Mar-2017
OSD NLOS 004 b OPM monitoring	Trained arboricultural staff carrying out spraying of Oak in previously infected areas			Spraying commenced on Hampstead Heath and Queens Park during May 2016 Members of the Public have been informed		Richard Gentry	02-Jun-2016	31-Mar-2017

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	Current Risk score change indicator
OSD NLOS 007 Hampstead Heath Water bodies including Bathing Ponds 10-Aug-2015	Cause: Improper use of water bodies. Members of the public swimming in unauthorised areas. Swimming outside of designated zones/times. Swimmers fail to pay attention to acclimatisation requirements. Insufficient signage, poor maintenance of banks Event: Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond.	Likelihood  Impact	8		Likelihood  Impact	4	31-Mar-2017	 No change


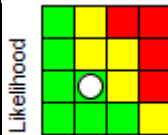
Bob Warnock	Impact: Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty						
Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD NLOS 008 a Training	Training for lifeguards Training is ongoing activity Review annually	Trainer has been delivered training under the National Water Safety Management Programme to approx 40 staff.			Richard Gentry	07-Jun-2016	31-Mar-2017
OSD NLOS 008 b Signage	Appropriate signage at ponds Weekly - Signage is checked as part of Ranger duties, this includes checking gates are locked and life rings are in place - ongoing Date of next review – November 2016	Daily water temperature information is written on the noticeboards at each pond advising swimmers. Checking appropriate signage is an ongoing process Meeting held with key internal stakeholder in May 2016 to review process of checking NWSMP Level 1 qualification.			Bob Warnock	07-Jun-2016	31-Dec-2016
OSD NLOS 008 c Safety equipment	Safety equipment accessible at ponds Weekly - Checks are carried out by life guards within their facilities Monthly – Safety equipment is checked as part of Ranger duties. Review six monthly. Date of next review September 2016	Safety equipment in place and checked			Bob Warnock	19-Aug-2015	31-Oct-2016

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	Current Risk score change indicator
OSD NLOS 006 Ensuring the Health and Safety of staff, contractors, visitors and volunteers 10-Aug-2015 Bob Warnock	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 H & S Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. Event: Staff or contractors undertake unsafe working practices Impact: Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty		6	Target risk date extended as works are still ongoing on Heath with vehicle movements etc. 02 Jun 2016		2	01-Apr-2017	 No change

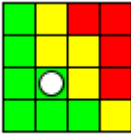
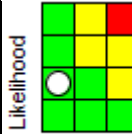

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 006 a Annual H & S site Audits	Continue with annual H & S site Audits Sites will carry out audits by peers from within Division Next audit will take place in August 2016	Peer to peer audits are in the process of being arranged	Richard Gentry	07-Jun-2016	30-Sep-2016
OSD NLOS 006 b Quarterly Divisional H & S Meetings	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Next divisional H&S meeting to be held on 15 June 2016	Richard Gentry	07-Jun-2016	30-Sep-2016
OSD NLOS 006 c Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.		Richard Gentry		31-Dec-2016

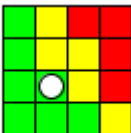
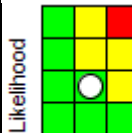

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 008 Maintenance of Divisional buildings and equipment 10-Aug-2015 Bob Warnock	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public building become unusable Impact: 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.	 Likelihood	6	Risk trend has decreased due to improved relationship and working arrangements with the City Surveyors department, particularly through the regular client liaison meetings and the new CS property building facilities managers. 02 Jun 2016	 Likelihood	4	31-Aug-2017	 Decreased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 008 a Review of Property Assets	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process		Richard Gentry		31-Mar-2017
OSD NLOS 008 b Liaison with Surveyors' Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about BRM and Projects. Regular review process		Richard Gentry		31-July-2017

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	Current Risk score change indicator
OSD NLOS 010 Golders Hill Park Zoo and Queens Park Farm 03-Jun-2016 Bob Warnock	Cause: Non compliance with zoo licensing legislation, failing to follow best practice, failing to have sufficient and suitably qualified staff Event: Animal mortality, increase of animal disease, possible infection to human beings Impact: Adverse publicity, legal challenge, fines and prosecution	 Likelihood Impact	6	Golders Hill Park comes under Zoo Licensing Act Competent and trained animal attendants / supervisor on site to respond to incidents Visits by vets twice a year to Zoo / Farm 02 Jun 2016	 Likelihood Impact	4	01-Apr-2017	New Risk

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 010 a Facilities operated by appropriate staff	Recruiting to Senior Zoo Keeper and engagement officer. Training delivered for Queens Park team in basic animal husbandry to support ongoing management of the Farm Staff from Queens park providing support at the zoo with support of casual staff	Interviews planned for June 16	Richard Gentry	07-Jun-2016	31-Oct-2016
OSD NLOS 010 b Expert advice and guidance	Zoo ethics meeting twice a year with vets visits to zoo and farm also twice a year Attendance at meeting by local authority zoo licence inspector offering support and guidance Daily activities undertaken to ensure compliance with required zoo licence	Next zoo ethics meeting will take place on 12 October and visits by the vets coincide with this meeting.	Richard Gentry	07-Jun-2016	31-Mar-2017

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	Current Risk score change indicator
OSD NLOS 001 Delivering the Divisional Road Map for Projects and Programmes 10-Aug-2015 Bob Warnock	Causes: A gap of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes, timescales and deliverables. Event: The Division is unable to deliver its agreed roadmap projects and programmes in agreed timescales or achieving agreed outcomes Impact: Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.	 Likelihood Impact	4	Roadmap programmes are now in year two of three year programme. 31 May 2016	 Likelihood Impact	2	31-Mar-2018	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD NLOS 001 a Programme management	Programmes cover period 2015 - 2018. Programme Boards meet regularly - ongoing Projects Officer appointed, supervisors and managers have been given support and training. Programmes and Project reporting bi-monthly through highlight reports to Senior Leadership Team and overseen by OSPSU - ongoing Departmental Programmes RAG status progress by exclusion to Open Spaces and City Gardens Committee - ongoing					Bob Warnock		31-Mar-2018

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	Current Risk score change indicator
OSD NLOS 002 Outbreak of Fire in Woodland / Heathland 10-Aug-2015	Causes: Warm weather leads to dry grass and woodland. Visitors improperly using site for barbeques, disposing of cigarettes. Event: Large-scale fire. Impact: Possible loss of life, serious injury to staff, visitors, contractors and volunteers. Damage to site.	 Likelihood Impact	4	Target risk changed to reflect current risk level and improvements in fire safety training. 31 May 2016	 Likelihood Impact	4	01-Dec-2016	 No change

Bob Warnock	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.						
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date	
OSD NLOS 002 a Improve Fire Awareness	Staff are made aware of extreme weather events and 'trigger days' Managers and Supervisors receive weather warnings and this information is shared with staff.	NLOS EAP has been published – Gold, Silver, Bronze command structure is in place. Staff have access to back pack water extinguishers.		Richard Gentry	31-May-2016	31-Oct-2016	
OSD NLOS 002 b Emergency Action Plan	Review EAP - Review carried out annually or following incident if appropriate. Next review date September 2016			Richard Gentry	31-May-2016	31-Oct-2016	

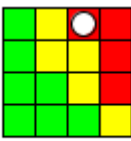
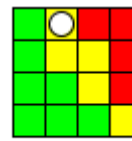

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 003 Extreme Weather Events 10-Aug-2015 Bob Warnock	Causes: Severe wind events, prolonged precipitation or restricted Precipitation Event: Severe weather/climate impacts at one or more sites within the Division Impact: Service capability disrupted; Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts site access, rainfall results in flooding and impassable areas, site closures: severe damage to flora and fauna: risk to life and limb: damage to property	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Impact</div></div>	4	Risk update - Monitoring in place staff monitor Met Office forecasts and put in place contingency plans if wind of 45 mph + might be exceeded. There is a Dept. and Divisional tree policy. When necessary staff will close the site, There is a call out process for residential staff 31 May 2016	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Impact</div></div>	4	01-Apr-2017	<div>↓</div>


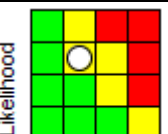
Met Office information	and extreme weather event			2016	2017
OSD NLOS 003 b Review of site emergency plans	Site plans reviewed annually or following incident if appropriate. Next review date September 2016		Richard Gentry		31-Oct-2016

THE COMMONS – 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	Current Risk score change indicator	
OSD TC 002 Local Planning Issues 09-Jun-2015 Andy Barnard	Causes: Pressure on Planning Authorities to meet housing targets. Failure to monitor and challenge housing and other development plans. Lack of partnership working with Planning Authorities inclusion in Local Development Plans. Lack of resources to employ specialist support or carry out necessary monitoring/research Event: Large housing or other developments on land affecting the Open Spaces. Impact: Increase in visitor numbers and general recreation pressure. Potential decline in biodiversity due to disturbance and habitat quality. Increased in air, light and noise pollution. Decrease in water availability. Increased hydrological pollution risk. Increased traffic on local road network.	<div>Likelihood</div> <div>Impact</div>	16	There are two separate strands to this at the moment: planning as listed here and the quarry site operation. In terms of the former the risk is of increasing concern as the local plan is in the production stage; however we are in discussions about methods of mitigation which would reduce the risk. Another couple of months and we will know better. In terms of the quarry I think this is also should be raised as increasing concern as the working is physically closer to the Beeches and we do have concerns over dust and hydrology 24 Jun 2016	<div>Likelihood</div> <div>Impact</div>	12	31-Mar-2017	<div>↔</div> No change	
Action no, Title,		Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 002 a Local authorities/Counties Local Plans and Core Strategies		Inclusion in core strategy planning documents - where applicable Close partnership working with local planning authorities Active monitoring of planning applications with responses as appropriate All ongoing and/or as and when			Working closely with local planning authority and Natural England on local plan and discussing mitigation. In discussion with Natural England specialist on air quality and awaiting final report. In discussion with quarry site operator over mitigation and working methods. Continuing to push Minerals Planning Authority regarding hydrology protocol and liaising with Natural England over issue too		Hadyn Robson	24-Jun-2016	31-Mar-2017
OSD TC 002 b Monitoring of impacts		Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow			Continuing monitoring of dust and reviewing regular reports from contractors Reviewing results of hydrology monitoring from quarry		Hadyn Robson	24-Jun-2016	31-Mar-2017

	Ongoing	operator and chasing when required Currently undertaking 5 yearly review of visitor numbers Received interim report on repeat survey of visitor footfall			
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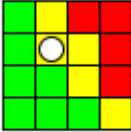
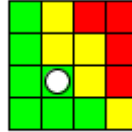

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator	
OSD TC 007 Rural Payment Agency Grants 10-Jun-2015 Andy Barnard	Causes: Amendments to EU ‘Common Agriculture Policy’ legislation/UK interpretation. Event: Reduction in direct grant available from the Rural Payments Agency (RPA) to deliver agricultural/conservation related services across the Division. Impact: Reduction or cessation of agricultural/conservation services. Reduction of income direct and indirect. Reduction/loss of biodiversity (legal implications); reductions in recreational access due to reduction/cessation of grazing activities.	<div><div>Likelihood</div><div>Impact</div></div>	16	Update from RPA as of 23/6/16. Most 2015 claims for Commons have not yet been paid. It is still held up on what we hope is a technicality. We have been assured of an update next week 24 Jun 2016	<div><div>Likelihood</div><div>Impact</div></div>	8	31-Mar-2017	<div> No change</div>	
Action no, Title,		Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 007 a Monitoring		Seek clarity/advice from RPA on the above Monitor review of latest RPA advice and procedures					Hadyn Robson		31-Mar-2017
OSD TC 007 b Submissions		Submit forms according to RPA guidance					Hadyn Robson		31-Mar-2017

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	Current Risk score change indicator
OSD TC 004 Tree Diseases and Other Pests 10-Jun-2015	Causes: Inadequate biosecurity, purchase or transfer of infected, plants, soil and animals. 'Natural' spread of pests and diseases from neighbouring areas e.g. Oak Processionary Moth and Foot and Mouth Event: Sites become infected by animal, plant or tree	 Likelihood Impact	12	Risk not yet reduced to target as OPM is now nearer Ashtead and Burnham Beeches 24 Jun 2016	 Likelihood Impact	6	31-Mar-2017	↔ No change

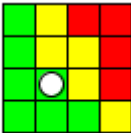
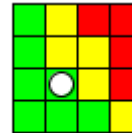
Andy Barnard	diseases Impact: Service capability disrupted, ineffective use of staff resources, damage to corporate reputation, loss of species, site closures (temp) and associated access, increased costs for reactive maintenance. Threat to existing conservation status of sites, particularly those with woodland habitats.					
Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 004 a Staff training	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/ prevention.	Ongoing		Hadyn Robson	24-Jun-2016	31-Mar-2017
OSD TC 004 b Inspections	Annual tree inspections undertaken through qualified personnel	OPM monitoring programme in place		Hadyn Robson	24-Jun-2016	31-Mar-2017
OSD TC 004 c Partnerships	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing		Hadyn Robson	24-Jun-2016	31-Mar-2017
OSD TC 004 d Biosecurity	Measures in place for staff, volunteers and contractors including public messages	Biosecurity measures are in place across the Division for staff, volunteers and contractors.		Hadyn Robson	24-Jun-2016	31-Mar-2017

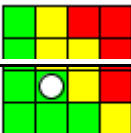
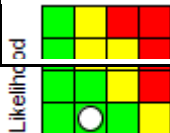
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator	
OSD TC 005 Climate and Weather 10-Jun-2015 Andy Barnard	Causes: Severe wind events, prolonged precipitation or restricted precipitation. May be Climate change influenced Event: Severe weather/climate impacts at one or more sites Impact: Service capability disrupted; fire, flood and storm events (potentially increasing in frequency); increased demand for staff resources to respond to incidents and maintain site safety; loss of species, temporary site closures and associated access; increased costs for reactive management. Injury or death to staff, visitors, contractors and volunteers. Damage/loss of rare/fragile habitats and species.	<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div></div></div></div></div>	12	Monitoring of Met office weather warnings 24 Jun 2016	<div><div>Likelihood</div><div><div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div><div><div><div></div><div></div><div></div><div></div></div></div><div>Impact</div></div></div></div></div></div></div>	8	31-Mar-2017	<div><div></div><div>No change</div></div>	
Action no, Title,		Description			Latest Note		Managed By	Latest Note Date	Due Date

OSD TC 005 a Fire management	Review and update plan Fire management and monitoring policies and plans in place and link to staff training and local emergency services	Site information/resources shared with emergency services Plan reviewed annually	Hadyn Robson	24-Jun-2016	31-Mar-2017
OSD TC 005 b Storms	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training		Hadyn Robson	24-Jun-2016	31-Mar-2017
OSd TC 005 c Climate change	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue	Hadyn Robson	24-Jun-2016	31-Mar-2017

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	Current Risk score change indicator
OSD TC 001 Health and Safety Failure 09-Jun-2015 Andy Barnard	Causes: Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work: inadequate training, failure to implement the results of audits, dynamic risk assessments not undertaken Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of staff, contractor, volunteer or member of the public	 Likelihood Impact	6	H&S audit results have begun to be implemented and sites are becoming more confident in joined-up procedures 14 Jun 2016	 Likelihood Impact	4	31-Mar-2017	 Decreased Risk Score
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 001 a Appropriate resourcing	Adequate and appropriate training for staff and volunteers - link to PDR's (all line managers) Links to other departmental service providers in OSD Clear and appropriate communication Ongoing					Hadyn Robson; Andy Thwaites		31-Mar-2017
OSD TC 001 b Breaking ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes procedures for CS appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally					Hadyn Robson		31-Mar-2017

	adapted version of the Epping piloted Contractor Protocol.				
OSD TC 001 c H&S processes	Undertake quarterly reviews of the regular health and safety audits Ensure risk assessments and safe systems of work are up to date. Ongoing			Hadyn Robson	31-Mar-2017

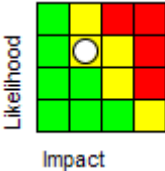
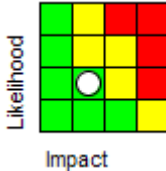

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 003 Finance - SBR Roadmap 10-Jun-2015 Andy Barnard	Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional merger issues Event: Division is unable to deliver its roadmap programmes to agreed targets and timescales. Adverse workload impact on service delivery Impact: Divisional failure - Alternative savings required that may not best suite culture change nor properly support core activities. Departmental failure – Transfer of financial pressures from one area of the Department to another on a reactive basis. Ability to deliver ‘existing level of services’ declines.	<div>Likelihood</div>  <div>Impact</div>	4	SBR projects progressing although some have been identified as amber as milestones for three year programmes alter but actions in place to bring Programmes back on track. 14 Jun 2016	<div>Likelihood</div>  <div>Impact</div>	4	31-Mar-2018	<div>↓</div> Decreased Risk Score
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 003 a Appropriate programme management	Training and support for staff involved in corss departmental projects - link to PDR's Programme and project templates used. Plan and associated timetable to resolve conflicting priorities - approval systems in place with departmental and divisional roadmaps OSPSU review of highlight reports - Ongoing			SLT review highlight report and red and amber programme status discussed. Change controls used.		Hadyn Robson	21-Jun-2016	31-Mar-2018

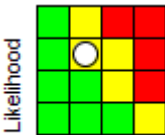
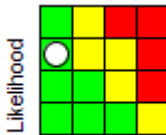

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TC 006 Pond	Causes: Erosion, inadequate design quality, lack of maintenance, leaks		4	Carry forward requested into 2016/17 to reassess 2011 design plans and		2	31-Dec-2018	↔

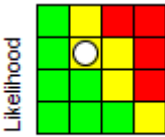
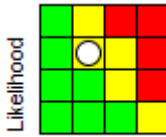

Embankments, Burnham Beeches 10-Jun-2015 Andy Barnard	Event: Severe rainfall event resulting in overtopping of embankments, leading to erosion and potential collapse Impact: Loss of life. Damage to downstream land/property. Litigation. Damage to/loss of habitat and associated rare species. Reputational harm.			costs 14 Jun 2016				No change
Action no, Title,		Description		Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 006 a Project development		Condition assessments carried out and options provided for approval Options costed Gateway 4 report drafted - Sept 16				Hadyn Robson		31-Dec-2018
OSD TC 006 b Monitoring		Inspections / monitoring od outflow condition Ongoing				Hadyn Robson		31-Dec-2018

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	Current Risk score change indicator	
OSD TC 008 Kenley Revival Project 10-Jun-2015 Andy Barnard	Causes: The world war II fighter pens at RAF Kenley are currently on the “Heritage at Risk” register, listed as in declining condition. Further restoration is required. Public access is maintained but there is limited interpretation. Event: Failure to secure funding for the current HLF project or alternative project / funding source Impact: Continuing deterioration of at risk heritage features; education and interpretation opportunities missed; deteriorating state impacts negatively on the City’s reputation	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Impact</div></div></div>	1	Funding in the sum of £880,900 received 17 September 2015. Officers in post and project progressing. Remove from risk register 24 Jun 2016	<div><div>Likelihood</div><div><div><div></div><div></div><div></div><div></div><div></div><div></div><div></div><div></div></div><div>Impact</div></div></div>	1	31-Dec-2018	<div>↓</div> Decreased Risk Score	
Action no, Title,		Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD TC 008 a HLF Funding bid		HLF Capital Funding Bid			Funding in the sum of £880,900 received 17 September 2015.		Hadyn Robson	24-Jun-2016	30-Sep-2015

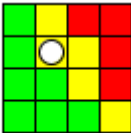
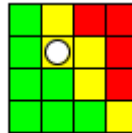
CEMETERY AND CREMATORIUM – Rows are sorted by Risk Score

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	Current Risk score change indicator
OSD CC 002 Financial failure 18-Aug-2015 Gary Burks	Causes: Reduction in the number of burials, cremations and grave purchases. Increased unexpected expenditure due to building, plant or machinery failure. Charges too high for local market. Unanticipated high recharges. Insufficient burial space, cremators cannot be operated, poor budget monitoring, increased competition from other providers Event: Net agreed budget position not met at year end. Impact: Financial and reputational impact. Reduction in quality of service.	 Likelihood Impact	6	Cremator maintenance is in a better position than previously . Longer term provision of burial space through reuse and the provision of the Shoot has been identified and reported to Committee. Due to the number of burial options available we can offer a grave at a reasonable price but must consider the whole life costs to ensure that we are charging correctly 06 Jun 2016	 Likelihood Impact	4	31-Mar-2017	 Increased Risk Score
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 002 a Burial management	Review undertaken of remaining and additional burial space. Fees comparisons with neighbouring/competitor facilities used to inform annual fees and charges Consideration when setting fees and charges with 'whole life' costs. Effective relationships developed with funeral directors. Monitor any significant changes in competition or ownership of nearby crematoria Ongoing			'Burial Space Plan for the City of London Cemetery' Report to Port Health and Environmental Services Committee in March 2016 setting out current availability and a plan for the next 15 years provision including the new space created by the Shoot and reuse of graves.		Gary Burks	01-Jun-2016	31-Mar-2017
OSD CC 002 b Effective maintenance management	Continue to work with City Surveyors to ensure that planned and preventative maintenance and AWP works for buildings and cremators is effective. Ongoing			Cem & Crem Superintendent will work with City Surveyors, CLPS and industry experts to take a cremator replacement project through the Gateway process in the coming years.		Gary Burks	07-Jun-2016	31-Mar-2017
OSD CC 002 c Budget management	Regular monitoring of income and expenditure and budget adjustments made where appropriate and necessary			Regular and ongoing budget monitoring		Gary Burks	03-Jun-2016	31-Mar-2017

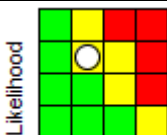

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 003 Deterioration of buildings, plant and machinery 19-Aug-2015 Gary Burks	Causes: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public buildings become unusable. Plants and trees die. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance	 Likelihood Impact	6	Risk reduced slightly as had three cremators relined and new analytical panels added so cremators operating well, but little change in relation to Buildings other than front gate which is being repaired. 07 Jun 2016	 Likelihood Impact	3	01-Aug-2017	 No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 003 a Operational Property Review	Implementation of property review which aims to rationalise operational buildings across open spaces.			City Surveyor's Department attends Senior Leadership meetings to give progress updates. Disused toilets in the C&C declared surplus to operational requirements Rabbits triangle declared surplus		Gary Burks	01-Jun-2016	31-Jul-2016
OSD CC 003 b Building R&M	Develop relationship with City Surveyors and ways of working to ensure AWP works are delivered Regular meetings with CS's Property Facilities Managers Input into 2017+ R&M specification and tender documents			Actions are ongoing. Superintendent attends Customer Working Group inputting into new BRM tender process		Gary Burks	03-Jun-2016	31-Jul-2017


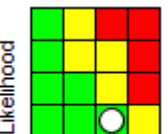
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 009 Systems Failure	Cause: IT systems including telephony fail Effect: Unable to operate as per normal. Unable to access Gower system. Unable to speak to funeral directors, doctors and internally across the site Impact: Burials and cremations may have to	 Likelihood Impact	6	Recent problems with telephony and computer systems did not have a major impact on services because they were managed through use of mobile phones and manual back-up systems. Current and target score to	 Likelihood Impact	6	31-Mar-2017	

01-Jun-2016 Gary Burks	be cancelled/no bookings can be taken. Burials in the wrong graves. Loss of income. Reputational damage			match as a lower target score not able to be achieved until corporate OT becomes more reliable and stable. 07 Jun 2016				No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 009 a Business continuity	Review continuity plans on a regular basis and following significant systems failures Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.			Use of mobile phones and manual systems has been required due to IT issues. IT Business partner escalated issues to 'priority' status due to business impact		Gary Burks	07-Jun-2016	31-Mar-2017

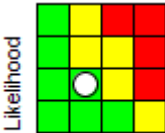
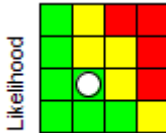

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 010 Extreme weather 21-Jun-2016 Gary Burks	Cause: Strong winds causing significant tree damage within the cemetery and crematorium landscape Effect: Roads closed, exclusion of the public, disruption to funerals Impact: Significant cost to division and possible loss of income/ negative publicity		6	There is a residual significant risk as we can do little to change the course of nature, but have systems in place and experienced staff to deal with any such incident 21 Jun 2016		6	31-Mar-2017	
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 010 a Wind damage	A significant storm could (and has in the past) cause significant damage to tree stocks and buildings meaning that for a short period of time the cemetery roads could be closed and block, and one or more buildings could be out of action. Tree inspections Maintain staff with chainsaw qualifications			Trees are surveyed and inspected with advisory works carried out. A group of staff within the cemetery team are trained in the operation of chainsaws for clearing fallen trees. It is unlikely that storm damage would close the modern		Gary Burks	21-Jun-2016	31-Mar-2017

		crematorium building but could damage other service chapels and block roads. The cemetery and crematorium service has 6 service chapels.			
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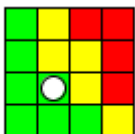
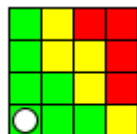

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 011 Tree and plant diseases 21-Jun-2016 Gary Burks	Cause: Tree Disease or infestation Effect: Loss of tree stock or exclusion of the public from certain areas of the cemetery Impact: Partial closure of site or loss of mature trees and the affect that this would have on the landscape	 Likelihood Impact	6	Trees are surveyed and inspected, departmental experts have been setting pheromone traps in vulnerable tree stock 21 Jun 2016	 Likelihood Impact	6	31-Mar-2017	
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 011 a Tree surveys	Regular monitoring of trees Engagement of specialists where required			Continued monitoring and surveys should flag up tree disease or infestation in the early stages, at which time advice will be sought action taken		Gary Burks	21-Jun-2016	31-Mar-2017

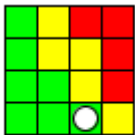
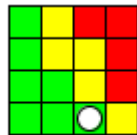

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSC CC 007 Loss of access to the Cemetery & Crematorium	Cause: Police/COL close site (or access to) for H&S/emergency/investigatory reasons Effect: Inability to undertake burials or cremations, visitors not able to visit graves, Impact: potential reputational damage, financial loss	 Likelihood Impact	4	No change to risk status. The Cemetery and Crematorium has a fit for purpose Business continuity plan should a situation arise whereby the site is closed to access. If not other route than to close the site we would advise service users accordingly and work with the police and others to ensure that the site was	 Likelihood Impact	4	31-Mar-2017	↔

01-Jun-2016 Gary Burks				re-opened as soon as possible. 21 Jun 2016				No change
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 007 a Critical Service	The Cemetery and crematorium is registered as a critical service and as such, space is allocated at the City's recovery centre for staff to operate					Gary Burks		31-Mar-2017
OSD CC 007 b Communication	The Business Continuity Plan sets out that staff would contact funeral directors direct and maintain a presence outside the cemetery if possible to advise visitors					Gary Burks		31-Mar-2017
OSD CC 007 c Alternate venues	The City has an informal agreement with Manor Park cemetery and immediate cremation bookings could be diverted there.					Gary Burks		31-Mar-2017

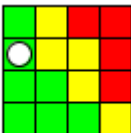

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 001 Failure of health and safety procedures 18-Aug-2015 Gary Burks	Causes: Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work: inadequate training, failure to implement the results of audits, dynamic risk assessments not undertaken Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of staff, contractor , volunteer or member of the public	 Likelihood Impact	4	Increased training on health and safety and risk assessments has helped reduce the indicator. Unlikely to be able to further reduce target score so current and target remains the same and assumes ongoing levels of training and focus on H&S. 03 Jun 2016	 Likelihood Impact	4	01-Apr-2017	 Decreased Risk Score
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 001 a Regular reviews	Regular reviews of risk assessments and safe systems of work are undertaken. Ongoing					Gary Burks		31-Mar-2017
OSD CC 001 b Operational	Investigations undertaken and learning taken from all accidents and incidents and					Gary Burks		31-Mar-

Learning	near misses. Training and development of staff Ongoing				2017
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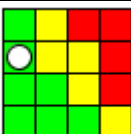
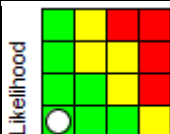
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 006 Theft from offices 19-Aug-2015 Gary Burks	Cause: Cash handling in offices with staff receiving large sums of money for the purchase of graves. Event: Theft of a significant sum of money. Impact: Monetary loss, staff impact, reputational impact.	 Likelihood Impact	4	A recent Audit found the systems in place to be adequate and recommended a maximum cash payment that could be accepted in line with financial regulations. 21 Jun 2016	 Likelihood Impact	1	31-Mar-2016	 Increased Risk Score
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSC CC 006A Cash handling	Review of all cash handling guidance notes			A new cash safe has been purchased and procedures are in place with regard to the handling and securing of cash. G4S collect daily.			21-Jun-2016	01-Apr-2017

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	Current Risk score change indicator
OSD CC 008 Pandemic or Mass Fatalities incident 01-Jun-2016 Gary Burks	Cause: Major incident or pandemic causing mass fatalities in the areas served by the Cemetery and Crematorium Effect: Significant increase in local deaths (need for burial and cremation) coupled with a possible reduction in staff in the case of a pandemic. Impact: Dramatic increase or spike in service need that would have to be accommodated (we are the largest local provider in the area).	 Likelihood Impact	4	Updated annually as part of our Business Continuity Action Plan. 24 Jun 2016	 Likelihood Impact	4	31-Mar-2017	 No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 008 a Pandemic/mass fatalities contingency plan	Continue to update plan and ensure that our ability to react to change remains credible. Ongoing		Gary Burks		31-Mar-2017

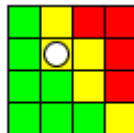
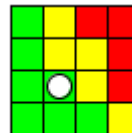

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD CC 004 Anti-social behaviour 19-Aug-2015 Gary Burks	Cause: Improper monitoring of access to the grounds. Lack of security on the grounds. Poor relations with local police. Event: Vandalism or damage to the site. Crimes committed on the grounds. Impact: Reputational impact. Maintenance or repair costs. Negative effect on business.		3	Alarms are fully operational now 03 Jun 2016		2	31-Mar-2017	↔ No change

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD CC 004 A Development of links with police forces in areas neighbouring sites.	Good communication with local police. Appropriate alarms and security arrangements	Communication remains good with local police and recent improvements to the cemetery intruder alarm systems have been completed. Increases in night patrols have also been achieved	Gary Burks	21-Jun-2016	01-Aug-2016

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	Current Risk score change indicator
OSD CC 005 Failure to recruit and retain staff with required skills 19-Aug-2015	Cause: Failure to provide attractive employment prospects for skilled staff. Event: Staff capacity greatly reduced as skilled workers move to other fields. Impact: Reduced capacity, decline in quality of work, reduced ability to deliver core responsibilities, staff motivation declines.		3	Improved structure within supervisory team, in landscapes team and grade improved for Cemetery and Crematorium Manager has assisted in reducing this risk score. 07 Jun 2016		1	31-Mar-2017	↓ Decreased

Gary Burks								Risk Score
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD CC 005 a Training	Agree departmental training plan Identify training of staff to fill key roles in future years Invest in internal and external training and accreditation for staff			training ongoing		Gary Burks	07-Jun-2016	31-Mar-2017
OSD CC 005 b Recruitment	Ensure appropriate publications/outlets used to advertise key roles Consider use of apprenticeships Maintain contacts of quality staff engaged as agency workers			To be considered as opportunities arise		Gary Burks	07-Jun-2016	31-Mar-2017

DIRECTORATE – 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	Current Risk score change indicator
OSD DR 001 Resourcing the Learning Programme 14-Mar-2016 Esther Sumner	Cause: Three year reducing CBT funding. Minimal local risk funding. Event: No long term provision of the Learning Programme in it's current structure Impact: limited / no direct delivery of education provision on COL's open spaces, negative impact on COL's reputation, redundancies, fewer adults and children knowledgeable engaging with open spaces.	<div><div>Likelihood</div><div>Impact</div></div>	6		<div><div>Likelihood</div><div>Impact</div></div>	4	31-Mar-2019	<div> No change</div>
Action no, Title,	Description			Latest Note		Managed By	Latest Note Date	Due Date
OSD DR 001 a Long term funding plan	Need to obtain funding to enable longer term delivery of the programme. Identify all suitable funding opportunities and submit applications. Develop partnerships which will generate long term funding. Increase income from provision of activities/services/knowledge to generate additional income. Increase use of volunteers to reduce expenditure					Esther Sumner		31-Mar-2019