

Committee:	Date:
Open Spaces and City Garden West Ham Park Committee	5 December 2016 5 December 2016
Subject: Open Spaces Department, City Gardens and West Ham Park Risk Management	Public
Report of: Director Open Spaces	For Decision
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Summary

This report provides the Open Spaces and City Gardens Committee and the West Ham Park Committee with an update on the management of risks faced by the Open Spaces Department. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

The Open Spaces Department has one corporate risk which we expect to remove from the risk register very shortly. The department has previously reported on five departmental risks, but it is now proposed to add an additional risk on Maintaining the City's water bodies. There are eight risks for City Gardens and West Ham Park (Parks and Gardens).

Corporate risk:

CR11 – Hampstead Heath ponds: overtopping leading to dam failure

Departmental risks:

OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public

OSD 002 - Extreme weather

OSD 004 - Poor repair and maintenance of buildings

OSD 005 - Animal, plant and tree diseases

OSD 006 - Impact of housing and/or transport development

OSD 007 – Maintaining the City's water bodies

West Ham Park is a registered charity (charity number 206948). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

Recommendation

Members of the Open Spaces and City Gardens Committee are asked to:

- Note the risk scoring grid at Appendix 1
- Approve the Departmental risk register outlined in this report and at Appendix. 2
- Note the content of the full divisional risk register at Appendix 3

Members of the Open Spaces and City Gardens Committee and West Ham Park Committee are asked to:

- Approve the Parks and Gardens risk register included within Appendix 3e.

Main Report

1. Background

- 1.1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Covalent Risk Management System.
- 1.2. The Open Spaces Department manages risk through a number of important processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
- 1.3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually.

2. Current Position

- 2.1. Your Committee received a report on departmental and divisional risks in July of this year. This report highlighted a changed approach to "departmental" risks which saw fewer risk reported at the departmental level and reflecting a greater degree of localism in the divisional risk registers. This report and the subsequent reports to the other Open Space Committee de-escalated a number of green risks such that they are no longer reported to Committee.
- 2.2. It was agreed that the Open Spaces and City Gardens Committee will receive the full risk register for the department and all the divisions. West Ham Park Committee and other Management Committees will receive the departmental risks and the divisional risks relevant only to their committee and their charity/ies.

CR11 - Hampstead Heath ponds: overtopping leading to dam failure -page 1, appendix 2

- 2.3. The engineering work for the Ponds Project was completed in October. A revised emergency action plan has been drafted and sent to the emergency response contractor for comment. This risk will be removed following the issue of the emergency action plan.

Summary of Departmental risks

- 2.4. Appendix 2 shows the Departmental risks, including a new risk "Maintaining the City's water bodies". Officers are undertaking a range of actions at a divisional

level and these actions will reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the divisional risks. Appendix 3 then provides the detail of the divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.

- 2.5. The Management Committees of 'Epping Forest and the Commons' and 'Hampstead Heath, Highgate Woods and Queen's Park' as well as the 'Port Health and Environmental Service's' Committee will receive the relevant divisional risk registers.
- 2.6. **OSD 001 - Ensuring the health and safety of staff, volunteers contractors and public (Current risk amber – downward trend) -page 8, appendix 2**
This describes the risks that exist to all visitors and workers within the various open spaces including staff, volunteers, contractors and the public. Some of these risks may be due to poor understanding, lack of training and/or failure to implement safe systems of work. This could result in injury to workers, volunteers or the public unless dynamic risk assessments and regular audits are undertaken and unsafe working practices identified and stopped. It is anticipated that this risk will move to green.
- 2.7. **OSD 002 – Extreme weather (Current risk: amber – downward trend) -page 9, appendix 2**
With the fluctuations in weather conditions and the potential risks caused by severe wind, prolonged heat and/or heavy rainfall, the impact could cause damage to property and trees, disrupt access and cause sites to be closed. Monitoring systems and emergency plans and procedures are in place. The current risk score recognises the improved monitoring and communication of weather warnings This risk is constantly present and as such the target risk score is the same as the current score as there is little more that can be reasonably done to mitigate the risk.
- 2.8. **OSD 004 – Poor repair and maintenance of buildings (Current Risk: amber – no change) -page 7, appendix 2**
This risk recognises the issues that the Department has experienced in relation to planned and reactive maintenance which has resulted in delays to repairs which have affected service delivery/staff comfort and if ongoing will result in the deterioration of the Department's assets. The department is inputting into the development of the new repairs and maintenance contract specification and now has regular meetings/inspections with City Surveyor's officers. The department is also progressing outcomes of the operational property review. It is anticipated that this risk will reduce to green.
- 2.9. **OSD 005 – Animal, plant and tree diseases (Current risk: red – upward trend) -page 4, appendix 2**
The 'natural' spread of pests and diseases from neighbouring areas and through transfer from infected plants means that the different open spaces are at risk from a wide range of infestations including oak processionary moth, massaria and ash die back. The impact could disrupt service capability and reduce public access to the open spaces. The risk has reduced as staff have been trained and regular monitoring is taking place with specialists brought in where necessary.

Currently, this risk is constantly present and as such the target risk score remains amber although we anticipate the impact may reduce slightly, but there is little more that can be reasonably done to mitigate the risk.

2.10. OSD 006 - Impact of housing and/or transport development (Current risk: red – upwards trend) -page 5, appendix 2

Demand for additional housing and infrastructure improvements is putting pressure on local authority planning authorities to develop on green spaces. The resulting increased populations' means greater visitor numbers to our open spaces which can result in greater ground compaction, increased noise pollution and potential decline in biodiversity. The department will continue to monitor and comment on planning applications and contribute to Authority's planning documents and transport strategies. The risk however is unlikely to drop below amber.

2.11. OSD 007 – Maintaining the City's water bodies (new risk: Red) -page 6, appendix 2

This is a newly articulated departmental risk which reflects that for some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage. Some of the risks associated with water bodies are already reflected in OSD EF 004 and OSD TC 006. Together with the City Engineer, each division will need to assess their water bodies and the required actions. It is anticipated that this work will reflect monitoring of dam condition and safety; identifying required works, budgets, project progression; - emergency plans and warning systems as appropriate and issues of ownership and shared ownership

City Gardens and West Ham Park Risk Management

2.12. There are eight risks identified across City Gardens and West Ham Park (Parks and Gardens), all of which are amber. Five of the Parks and Gardens risks cross reference to the departmental risks. The divisional only risks are:

- Public Behaviour (OSD P&G 006)
- Finance – SBR Roadmaps (OS P&G 003)
- Major Incident resulting in prolonged 'access denial' (OSD P&G 008)

2.13. The detail of the individual risks is shown in Appendix 2. There are eight amber risks.

3. Corporate & Strategic Implications

3.1. The divisional risk register reflects the Open Spaces Department's four objectives as set out in the departmental business plan:

- a) Protect and conserve the ecology, biodiversity and heritage of our sites
- b) Embed financial stability across our activities by delivering identified programmes and projects
- c) Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer
- d) Improving the health and wellbeing of our communities through access to green space and recreation.

- 3.2. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk, supports the City of London's
- Strategic Aim 3: To provide valued services to London and the nation and
 - Key Policy Priority 3: Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.

4. Conclusion

- 4.1. The need to systematically manage risk across the Department and at a divisional level for City Gardens and West Ham Park is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – Divisional Risk Registers:
 - a) Cemetery & Crematorium;
 - b) Epping Forest;
 - c) Hampstead Heath, Highgate Wood & Queen's Park;
 - d) The Commons;
 - e) West Ham Park & City Gardens

Background Papers: Risk Management Report July 2016

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