

Committee:	Date:
Open Spaces and City Gardens Committee West Ham Park Committee	16 July 2018 16 July 2018
Subject: Open Spaces Department, City Gardens and West Ham Park Risk Management	Public
Report of: Director Open Spaces	For Decision
Report Author: Gerry Kiefer, Business Manager	

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 Department of Open Spaces and across the City Gardens and West Ham Park division. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department. It is also reviewed regularly by the Management team of City Gardens and West Ham Park.

The department has previously reported on seven departmental risks. A recent review of the risk register identified two additional risks that should be included at a Departmental level:

- OSD 008 - IT System Failure
- OSD 009: Reputational Risk Associated with efficiency improvements arising out of the Open Spaces Act

The existing Departmental risks are:

- OSD 001 - Health and safety
- OSD 002 - Extreme weather
- OSD 004 - Poor repair and maintenance of buildings
- OSD 005 – Pests and diseases
- OSD 006 - Impact of development
- OSD 007 – Maintaining the City's water bodies
- OSD TBM 001 – The effect of terrorism on the tourism business at Tower Bridge and Monument

There are eight risks identified for City Gardens and West Ham Park (Parks and Gardens)

Recommendation

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

- Note the risk scoring grid at Appendix 1
- Approve the Departmental risk register as outlined in this report and at Appendix. 2
- Approve the City Gardens elements of the City Gardens and West Ham Park risk register at Appendix 3

West Ham Park Committee - Members of the are asked to:

- Note the risk scoring grid at Appendix 1
- Note the Departmental risk register outlined in this report and at Appendix. 2
- Approve the West Ham Park elements of the City Gardens and West Ham Park risk register as outlined in this report and in Appendix 3

Main Report

Background

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 Pentana Risk Management System.
2. The Open Spaces Department manages risk through a number of 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.
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. Each Open Spaces Committee is presented with relevant risk registers twice a year which fulfils this requirement.

Current Position

4. Appendix 2 shows the Departmental risks. 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 relevant cross divisional risks and lists the actions which are being taken to reduce (or maintain) the risk, together with a 'latest note' on progress.
5. The Epping Forest & Commons, Hampstead Heath, Highgate Woods & Queen's Park, Port Health & Environmental Services and Culture, Heritage & Libraries Committees will receive their relevant divisional risk registers in separate reports.
6. In late 2017 it was reported to Members that there were three Departmental risks recorded as red and four as amber. The recent review of the Departmental risks has changed the current risk score to two red and seven amber, with the current score for pests and diseases dropping from red (16) to amber (12), recognising that we have robust pest management strategies in place and checks are up to date.
7. The target scores reported to Members in late 2017 were seven amber. The target scores identified recently and shown in appendix 2 propose seven target risk scores to be amber and the two new risks target scores to be green.

8. The individual actions for the new risk; Reputational Risk Associated with efficiency improvements arising out of the Open Spaces Act are still being developed as the charities develop timetables to implement changes. Details of the actions will be listed in the next risk report to Members.

City Gardens and West Ham Park Risk Management

9. There are eight risks identified across City Gardens and West Ham Park, seven of which are currently scored as amber and one green (Public Behaviour). 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)

The target scores for the risks remain unchanged aiming for three amber risks and five green risks. The detail of the individual risks is shown in Appendix 3.

Corporate & Strategic Implications

10. The Departmental and divisional risk registers will help us achieve the Corporate Plan 2018 – 2023 aim to:

- Shape outstanding environments

Within which they will help deliver the outcomes:

- We have clean air, land and water and a thriving and sustainable natural environment.
- Open spaces are secure, resilient and well-maintained.

11. The Departmental risk register reflects the risks associated with delivering the Open Spaces Department’s Business top line objectives and associated outcomes:

A. Open spaces and historic sites are thriving and accessible.

B. Spaces enrich people’s lives.

C. Business practices are responsible and sustainable.

Conclusion

12. 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 – City Gardens and West Ham Park Divisional Risk Register

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Appendix 1: City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example, a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that

Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
Criteria	Less than 10%	10 – 40%	40 – 75%	More than 75%
Probability	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
Time Period	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
Numerical	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

Impact Criteria

Impact Title	Definitions
Minor (1)	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
Serious (2)	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
Major (4)	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.

Extreme (8)

Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

Risk Scoring Grid

		Impact			
		Minor (1)	Serious (2)	Major (4)	Extreme (8)
Likelihood	X				
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

Risk Definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

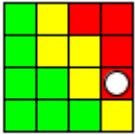
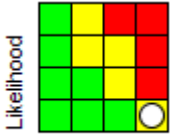

APPENDIX 2: OSD Corporate and departmental risks - detailed report



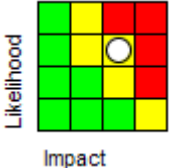
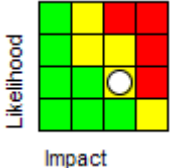

Rows are sorted by Risk Score

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 006 Impact of development summary risk 30-Aug-2017 Colin Buttery	<p>This risk summaries the risks associated with housing and/or transport development across the Open Spaces Department.</p> <p>Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities</p> <p>Event: Major development near an open space</p> <p>Impact: Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.</p> <p>This risk is felt to be of departmental concern due to the high level of work required across the open space divisions to defend against the impact of development and the serious nature of the impact.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	<p>Likelihood</p> <p>Impact</p>	16	<p>Risk remains at red. Sites are actively monitoring the impact of development.</p> <p>22 May 2018</p>	<p>Likelihood</p> <p>Impact</p>	12	30-Apr-2020	<p>Constant</p>
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD EF 010 a	Epping Forest DC local plan - Attend meetings and respond to consultation on the local plan so that can influence the	Mitigation strategy in place. Ongoing implementation work action.			Jeremy Dagley	28-Mar-2018	30-Apr-2020	

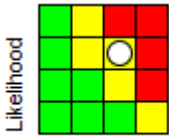
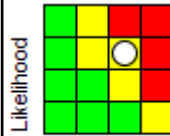

	content of the plan and the Memorandum of Understanding between EFDC and Natural England LB Redbridge core strategy and other LA actions plans - respond to any further consultation.				
OSD EF 010 c	Negotiate renewal with Essex County Council and extend to cover London Borough's	Still on Essex radar with traffic modelling works undertaken. Agree a forest transport strategy to agree mitigation strategy.	Jeremy Dagley	30-May-2018	10-Mar-2019
OSD NLOS 011 a	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, division to make representation as necessary.	Richard Gentry	28-Mar-2018	31-Mar-2020
OSD NLOS 011 b	Respond to consultation on the local plans to help influence the content of the documents.	Ongoing. Response to planning issues as necessary. No change.	Richard Gentry	28-Mar-2018	31-Mar-2020
OSD NLOS 011 c	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to resisting planning applications that impact on the Open Spaces.	Division continues to monitor planning issues.	Richard Gentry	28-Mar-2018	27-Jul-2020
OSD P&G 007 a	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action.	Lucy Murphy; Martin Rodman; Jake Tibbets	28-Mar-2018	31-Mar-2020
OSD P&G 007 b	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues. Developments by Islington around Bunhill Fields are being monitored.	Martin Rodman	28-Mar-2018	31-Dec-2020
OSD TC 002 a	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	Monitoring activity continues - ongoing action.	Hadyn Robson	28-Mar-2018	31-Mar-2020
OSD TC 002 b	Active monitoring of pollution where possible Active monitoring of environmental impacts - where possible Undertake research - where appropriate and where resources allow Ongoing	Ongoing action - monitoring of impact of visitors and other possible stressors continues.	Hadyn Robson	28-Mar-2018	31-Mar-2020

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 007 Maintaining the City's water bodies summary risk 30-Aug-2017	This risk summaries the property maintenance risks across the Open Spaces Department. The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010. Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach. 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. This risk is felt to be of departmental concern due to potential for serious consequences, the possibility of legislative change and the possibility that significant capital projects could be required. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood	16 Impact	Risk remains at red. Target date moved to 2022 to reflect planning process for works to the relevant water bodies, which include: - Hampstead Heath ponds - Five statutory large raised reservoirs at Epping Forest - Burnham Beeches ponds 22 May 2018	 Likelihood	8 Impact	31-Mar-2022	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD EF 004 a	Statutory inspection visits by engineer - 6 monthly in May and October	Inspection booked for June 2018. EA have confirmed the LRR at Wanstead Park at High Risk. We are awaiting a visit from the Panel engineer in June to find out what the implications may be. Estimate of £5-10 million upgrade costs have been made by DBE			Martin Newnham; Geoff Sinclair	29-May-2018	30-Apr-2020	
OSD EF 004 b	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 with London Borough of Redbridge	Conservation statement complete. No actions pending			Geoff Sinclair	29-May-2018	31-Dec-2018	
OSD EF 004 c	Weekly inspection of reservoirs / dam. Review the use of penstock gates	Ongoing action.			Martin Newnham	29-Mar-2018	08-Apr-2020	
OSD EF 004 e	Undertake scoping evaluations for Baldwins Pond and Birch Hall Park Pond	Ongoing action. Still awaiting further work.			Geoff Sinclair	03-Apr-2018	31-Dec-2018	
OSD TC 006 a	Condition assessments carried out and options provided for approval	Project at The Commons remains a goal for the future. Ongoing action to mitigate risk, to be updated as project moves forward.			Hadyn Robson	28-Mar-2018	31-Dec-2022	

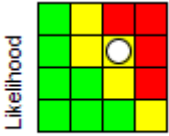
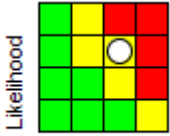

	Options costed Gateway 4 report drafted - Sept 16				
OSD TC 006 b	Inspections / monitoring of outflow condition Ongoing	All water bodies are actively monitored by relevant authorities within the City to ensure they comply with legislation.	Hadyn Robson	28-Mar-2018	31-Mar-2020

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 004 Repair and Maintenance of buildings summary risk 30-Aug-2017 Colin Buttery	This risk summaries the property maintenance risks across the Open Spaces Department. Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value. This risk is felt to be of departmental concern due to the importance of building maintenance, the maintenance bow-wave and the historical concerns around poor maintenance. The actions for this risk are the open actions from each of the divisional risk registers.		12	Risk reviewed by SLT 15/5/18 and increased to reflect the £40million of bow wave repairs. Significant concern about the level of backlog increases the likelihood of this risk developing. 22 May 2018		8	31-Mar-2019	 Increasing
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD CC 003 b	Continue to develop relationship with City Surveyors and ways of working to ensure CWP works are delivered Regular meetings with CS's Property Facilities Managers The Superintendent was engaged in the development of the 2017 R&M specification and tender documents	Liaison meetings with CS Department have been regular and CWP work has been carried out to a high standard, Cremator maintenance is good and understanding of the cemetery and crematorium business needs has improved.			Gary Burks	14-May-2018	31-Jul-2018	
OSD EF 002 b	Database to be created by CS Creation of maintenance plan of all forest furniture and then implement actions arising from plan	Audit complete and the data is being analysed and an action plan is still to be developed			Martin Newnham; Geoff Sinclair	29-May-2018	28-Dec-2017	

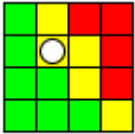
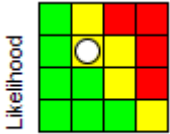

OSD EF 002 e	Joint inspection of all buildings including residential by site and CS to capture maintenance needs. Required annually	Inspections 80% complete - drafting outcome letters to occupiers	Jo Hurst	21-May-2018	30-Apr-2019
OSD EF 002 g	Put actions and processes in place that ensures the upkeep 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.	Terram and hard-core surfaces have gone in in front of the new building as planned and levels have been raised to await new building as resources allow. New entrance to Police Barn was completed in October 2017 ensuring separation of people, cattle and vehicles. Final snagging work on sump was completed. In addition, concrete was laid by in-house team around Pen 1 to allow more efficient feeding of cattle. Handling facilities planned and procured - awaiting installation in spring 2018.	Jeremy Dagley	28-Mar-2018	31-May-2018
OSD KH 002a	KH to ensure CSD feature the regular maintenance and upkeep of effective security system in the CWP.	No further update from previous note. Continues to be managed by the Surveyors Dept. Defects are reported through the PSD and responded to.	Rob Shakespeare	20-Apr-2018	31-Mar-2018
OSD NLOS 008 a	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process	First draft High-Level Asset Management Plan – Hampstead Heath 2018-2021 has been completed by City Surveyor's Department and is currently being consulted on internally by officers.	Bob Warnock	30 – May 2018	31-Sep-2018
OSD NLOS 008 c	East Heath Car Park Capital Project	Tender package is currently being submitted and schedule to go out to open tender in June 2018. Subject to budget constraints a Gateway 5 report will be submitted for Authority to Start works in August 2018 with works completed by October 2018.	Bob Warnock	30 – May 2018	31-Oct-2018
OSD P&G 002 a	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	Monthly meeting held with APFM to ensure ongoing programme is on track. On site reactive work monitored and issues fed back at Client Liaison meetings.	Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 002 b	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	Annual programme in place for lodge inspections	Lucy Murphy;	29/5/18	30/10/18
OSD P&G 002 c	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed monthly at the P&G client Liaison Meeting.	Martin Rodman	29/5/18	1/6/19
OSD TBM 006a	Work with City Surveyor's to ensure that asset registers relating to properties through which CHL services are delivered are kept up to date.	Asset Registers have not been uploaded onto MICAD.	Chris Earlie	30-May-2018	31-Dec-2018
OSD TBM 006b	Engage with corporate processes around the review of FM services and stress the importance of FM across everything delivered by CHL.	Open Spaces has reps on the BRM Working Group and liaise regularly with the CS Business partner	Chris Earlie	31-May-2018	31-Dec-2018
OSD TBM 006c	Ensure all problems or maintenance issues are reported in a timely fashion.	Staff liaise with the City Surveyor's Property Service Desk and raise any urgent issues with their Property Facilities Manager and through MiCAD.	Chris Earlie	31-May-2018	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 005 Pests and Diseases summary risk 30-Aug-2017 Colin Buttery	This risk summaries the pest and disease risks across the Open Spaces Department. Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas. Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Bleeding Canker of Horse Chestnut Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. This risk is felt to be of departmental concern due to the potential biodiversity, financial and human health impacts associated with this risk. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood	12	Massaria remains a leading concern as this can result in falling tree limbs whilst OPM is a nuisance/irritant. Risk has dropped to Amber to reflect the checks, work and approach which has been done / adopted and the evolving nature of the pests and diseases risk on our site. 22 May 2018	 Likelihood	12	30-Apr-2020	 Decreasing
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD CC 011 a	Regular monitoring of trees Engagement of specialists where required	Inspections and treatment programme is in place and monitoring is being carried out.			Gary Burks	14-May-2018	30-Apr-2020	
OSD EF 007 a	Implement actions arising from Massaria survey. Survey to be undertaken twice yearly	Ongoing action.			Geoff Sinclair	28-Mar-2018	08-Apr-2020	
OSD EF 007 d	Yearly inspection of all Rhododendron and Larch. Tender of Larch removal. To be done yearly	All survey work complete and SOD rhododendrons removed from St Thomas's Qtrs. Sweet Chestnut found with SOD infection in The Warren Plantation - but has died so no risk of spores arising from this tree. However, Sweet Chestnuts need monitoring as well as remaining Rhododendron sites. Also at The Warren Plantation Larch still needs to be felled and removed. This is now planned for August/Sept 2018.			Jeremy Dagley	28-Mar-2018	31-Oct-2018	
OSD EF 007 e	Need to develop a biosecurity policy and then implement.	No further progress on this since October 2017 but linked closely with INNS work including OPM. On OPM have negotiated bespoke Statutory Pkplant health Notices with F which give us some discretion in our choice of control options for this new pest.			Jeremy Dagley	28-Mar-2018	31-Oct-2018	

OSD NLOS 004 a	Sourcing of plants / trees through approved suppliers. Review six monthly	Given the identification of OPM on sites, staff are actively monitoring and responding to items as they arise.	Richard Gentry	28-Mar-2018	30-Apr-2020
OSD NLOS 004 b	Trained arboricultural contractors carrying out spraying of Oak in previously infected areas	OPM discovered on site. Working with forestry commission to monitor.	Richard Gentry	28-Mar-2018	30-Apr-2020
OSD P&G 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is ongoing. Info on training shared through HSIG, SLT, and other avenues.	Lucy Murphy; Jake Tibbets	28-Mar-2018	30-Apr-2020
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Last set of tree inspections done in September. Next set to be completed beginning of May.	Lucy Murphy; Jake Tibbets	28-Mar-2018	31-Mar-2020
OSD P&G 004 c	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.	Martin Rodman	28-Mar-2018	30-Apr-2020
OSD P&G 004 d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing action.	Lucy Murphy; Jake Tibbets	28-Mar-2018	30-Apr-2020
OSD TC 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Ongoing.	Hadyn Robson	13-Jun-2018	31-Mar-2022
OSD TC 004 b	Annual tree inspections undertaken through qualified personnel	Ongoing.	Head Rangers	13-Jun-2018	31-Mar-2022
OSD TC 004 c	Active involvement with leading partners such as Forestry Commission and Natural England	Ongoing.	Hadyn Robson	13-Jun-2018	31-Mar-2022
OSD TC 004 d	Measures in place for staff, volunteers and contractors including public messages	Ongoing.	Hadyn Robson	13-Jun-2018	31-Mar-2022

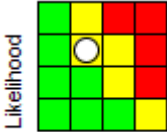
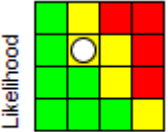

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD TBM 001 The Effect of Terrorism on the Tourism Business at Tower Bridge & Monument 09-Mar-2015 Chris Earlie	Cause: An act of terrorism in the heart of London. Event: Tourists avoiding visitor attractions in London including those owned/ operated by the City of London Corporation (in particular The Monument and Tower Bridge). Impact: Significant loss of income and footfall over a prolonged period, service budget reconfiguration.	 Likelihood	12	No change to risk level, as informed by the relevant counterterrorism officer. Agreed by SLT to review this item annually or by exception; target date changed to reflect this. 22 May 2018	 Likelihood	12	31-Mar-2019	 Constant
Action no, Title,	Description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD TBM 001a CoLP Counter Terrorism Section Liaison	Regular Liaison meetings held with CoLP Counter Terrorism Section and any actions identified are implemented.	Regular liaison and Protective Security Improvement Activity Assessments are undertaken with the counter terrorism team.			Chris Earlie	30-May-2018	31-Dec-2018	
OSD TBM 001b TBM Site Security	Maintain vigilant and effective on-site security systems at Tower Bridge.	A continuous programme of improvements to CCTV hardware as well as security staff learning and development is in place. Site specific Security Awareness Training provided to all staff. Security Officers are SIA trained CCTV/ Front of House Security and receive regular tool box talks from Security Supervisors. Operations Manager attends the City's Security Advisory Board.			Chris Earlie	30-May-2018	31-Dec-2018	
OSD TBM 001c Staff Training	Ensure all Tower Bridge staff are appropriately trained and made aware of security issues with refresher training as appropriate.	All staff attend Project Griffin/ Argus and also in house security awareness workshops. Daily briefing also highlight any on going/ current issues. Security Awareness Training provided to all staff on site.			Chris Earlie	30-May-2018	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 008 IT System Failure 13-Jun-2018	<p>This risk summaries the risks associated with IT system failure across the Open Spaces Department.</p> <p>Causes: Any significant disruption to our access to IT systems across our sites</p> <p>Event: Inability to access business-critical IT functions</p> <p>Impact: Severe business impact to multiple sites, particularly the Cemetery & Crematorium and Tower Bridge. Significant loss of income, reputational damage due to cancelled services, and the failure of a statutory service in the Cemetery & Crematorium. If this coincides with a crisis event such as a terrorist attack or a major incident on one of our remote sites, our ability to respond would be severely impacted.</p> <p>This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	<p>Likelihood</p> <p>Impact</p>	8	<p>New top-level risk added to reflect the potential cross-departmental impact a major IT systems failure would have on all our sites, with the Cemetery & Crematorium and Tower Bridge being egregiously effected in particular. Specific linked risks and actions to be carried out to mitigate this risk, although our ability to influence this risk is limited.</p> <p>13 Jun 2018</p>	<p>Likelihood</p> <p>Impact</p>	4	30-Jun-2020	 Constant
Action no	Description	Latest Note			Action owner	Latest Note Date	Due Date	
OSD CC 009 a	<p>Review continuity plans on a regular basis and following significant systems failures</p> <p>Ensure staff are familiar with 'alternate operations' as detailed in the continuity plans</p> <p>IS partners aware that C&C is recognised as a 'critical' service and failures are treated as a priority.</p>	IT Systems and software access seems more stable at present and is monitored closely by cemetery staff.			Gary Burks	14-May-2018	31-Jul-2018	
OSD TBM 002a	Introduction of a new EPOS system which is cloud based which will improve resilience and reliability.	The new EPOS System is due to go live this year.			Chris Earlie	30-May-2018	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 001 H&S Summary Risk 30-Aug-2017	This risk summaries the H&S risks across the Open Spaces Department. Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of a member of the public, volunteers, staff or a contractor This risk is felt to be of departmental concern due the types of activities and the nature of our sites which means constant vigilance is required. The actions for this risk are the open actions from each of the divisional risk registers.	 Likelihood	6	Risk remains at this position, actively monitored through HSIG. Level agreed at SLT 15/5/18, risk to be reviewed annually or by exception; target risk altered to reflect this. 22 May 2018	 Likelihood	6	31-Mar-2019	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD CC 001 a	Regular reviews of risk assessments and safe systems of work are undertaken.	This action is ongoing			Gary Burks	14 May 2018	31-Mar-2019	
OSD CC 001 b	Investigations undertaken and learning taken from all accidents and incidents and near misses. Training and development of staff	This action is ongoing			Gary Burks	14 May 2018	31-Mar-2019	
OSD EF 001 c	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme now updated following gaps left by previous Safety and Assets Manager vacancy. Plan in place for next 12 months			Jo Hurst	21-May-2018	30-Apr-2019	
OSD EF 001 g	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	With the mandatory implementation of the breaking ground permit with have limited to the maximum of our knowledge the risk to staff and contractors. Breaking ground has been captured through the implementation of the Epping Contractor Protocol and permitting and is now BAU.			Jo Hurst	29 May 2018	1 June 2019	

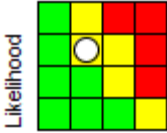
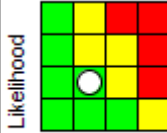

	operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.				
OSD NLOS 006 a	Continue with annual H & S site Audits Sites will carry out audits by peers from within Division Next audit will take place in August 2016	Ongoing item.	Richard Gentry	13-Jun-2018	31-Dec-2022
OSD NLOS 006 b	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Ongoing item.	Richard Gentry	13-Jun-2018	14-Dec-2022
OSD P&G 001 a	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group This is an ongoing action	Patrick Hegarty; Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 001 b	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.	P&G contractor protocol implemented with existing contractors and rolled out to new contractors as required This is an ongoing action	Patrick Hegarty; Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 001 c	Net improvement of standards of H&S following biennial validation visits.	Audit validation completed Nov 2016. Next audit due November 2019.	Patrick Hegarty	29/5/18	30 November 19
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Managers completed mental health and well-being awareness training and H&S leadership workshop certification.	Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 001 e	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	As previously, Departmental Fire Policy and Fire Management plan implemented. Ongoing action	Martin Rodman	29/5/18	1/6/19
OSD TC 001 a	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	This is an ongoing action	Hadyn Robson; Andy Thwaites	29/05/18	31-Mar-2019

OSD TC 001 b	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.	Ongoing item	Hadyn Robson	29/05/18	31-Mar-2019
OSD TC 001 c	Undertake quarterly reviews of the regular health and safety audits Ensure risk assessments and safe systems of work are up to date. Ongoing	Ongoing item	Hadyn Robson	29/05/18	31-Mar-2019

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 002 Extreme weather summary risk 30-Aug-2017 Colin Buttery	This risk summaries the risks associated with extreme weather across the Open Spaces Department. Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change Event: Severe weather at one or more site Impact: Service capability disrupted, incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.	 Likelihood	6	Risk remains at current level. Actively monitored by sites. Risk reviewed at SLT 15/5/18; agreed to review annually or by exception. Risk target date changed to reflect this. 22 May 2018	 Likelihood	6	31-Mar-2019	 Constant

	This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted. The actions for this risk are the open actions from each of the divisional risk registers.						
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD CC 010 a	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. This is managed through: <ul style="list-style-type: none"> • Tree inspections • Maintain staff with chainsaw qualifications 	Issues around the new Corporate Tree maintenance contract have been highlighted and contractor attendance has improved. Situation is being monitored			Gary Burks	14-May-2018	31-Jul-2018
OSD EF 009 a	Review and update plan	ongoing review			Martin Newnham	18-Apr-2018	01-Apr-2019
OSD NLOS 003 b	Site plans reviewed annually or following incident if appropriate. Next review date September 2016	Further conversation to be held with Corporate Property Facilities Manager at Guildhall to finalise call out response procedure for Divisional Staff, e.g. call centre response to out of hours calls. Meeting to be held by mid May 2018.			Richard Gentry	20-Apr-2018	31-Mar-2018
OSD P&G 005 a	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.	Annual tree planting programme in place. Consideration given to species variety.			Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 005 c	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	Systems are in place to close the park when there are severe alerts of amber and red with gust of 70mph or more. Ongoing action			Martin Rodman	29/5/18	1/6/19
OSD TC 005 a	Review and update plan Fire management and monitoring policies and plans in place and link to staff training and local emergency services	This action is ongoing Site information/resources shared with emergency services. Plan reviewed annually, and last review was March 2018. .			Hadyn Robson	29/05/18	31-May 2019

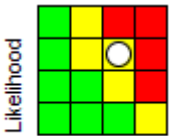
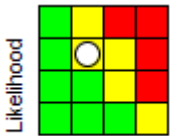

OSD TC 005 b	Storm monitoring & management and closure policies across all sites linked to high staff awareness and training	The site continues to monitor and respond to warnings of extreme weather	Hadyn Robson	29/05/18	31-May 2019
OSD TC 005 c	Understanding of the potential impacts of climate change on the open spaces Engagement in climate change research and debate	Ongoing research and dialogue continues	Hadyn Robson	29/05/18	31-May 2019

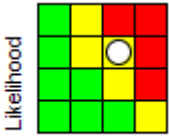
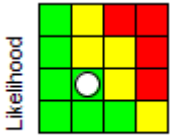

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 009 Reputational Risk Associated with OS Act 13-Jun-2018	<p>This risk summaries the reputational risk across the Open Spaces Department due to changes to provision which will be made under the terms of the OS Act.</p> <p>Causes: Changes to public service provision enabled by the OS Act, as mandated by central efficiency savings.</p> <p>Event: Large-scale public backlash resulting in national media coverage.</p> <p>Impact: Severe knock-on effect for the reputation of the City of London Corporation. Loss of trust in the City of London Corporation and associated business impact, both for our services and the services of affiliated businesses. Potential for direct action on our sites, as publicly accessible areas which could be targeted for protest. Political impact as MPs become involved.</p> <p>This risk is felt to be of departmental concern due the potential scale of impact and the fact that each of the open spaces sites could be impacted.</p> <p>The actions for this risk are the open actions from each of the divisional risk registers.</p>	 <p>Likelihood</p> <p>Impact</p>	6	<p>New risk added June 2018 to reflect the successful passage of the OS Act and the changes which are to be made under these new terms. SLT agreed this risk was significant enough to justify reporting corporately.</p> <p>13 Jun 2018</p>	 <p>Likelihood</p> <p>Impact</p>	4	31-Dec-2020	 Constant
Action no	Description	Latest Note			Action owner	Latest Note Date	Due Date	
		New actions to be identified at a Divisional level as plan for implementing opportunities that arise from the Bill are timetabled.			Superintendents at sites affected by the Open Spaces Act	June 2018	September 2018	

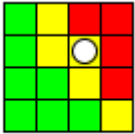
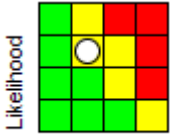

Appendix 3

City Gardens and West Ham Park Detailed Risk Report

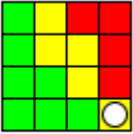
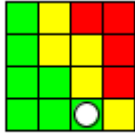

Rows are sorted by Risk Score

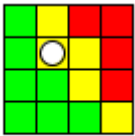
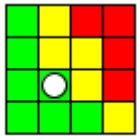

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 002 Maintenance of buildings, memorials, play areas and equipment 25-Nov-2015 Stella Fox; 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	Continues to be actively monitored under the new maintenance contract. 23 Mar 2018	 Likelihood Impact	6	01/06/19	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 002 a	Schedule of statutory checks and visits held and carried out by CSD or delegated to site	Monthly meeting held with APFM to ensure ongoing programme is on track. On site reactive work monitored and issues fed back at Client Liaison meetings.			Lucy Murphy; Jake Tibbets	29/5/18	1/6/19	
OSD P&G 002 b	Joint inspection of all buildings including residential by site and CSD to capture maintenance needs. Required annually	Annual programme in place for lodge inspections			Lucy Murphy;	29/5/18	30/10/18	
OSD P&G 002 c	20 year programme of investment and maintenance of all built assets. Review annually.	AWP reviewed monthly at the P&G client Liaison Meeting.			Martin Rodman	29/5/18	1/6/19	

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 Stella Fox; 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	Risk may be upgraded to red after discussion due to the discovery of OPM within the City. Continues to be actively monitored. 23 Mar 2018	 Likelihood Impact	4	1/6/19	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 004 a	Ensure staff training is kept updated to enable timely identification of pest and knowledge of correct treatment/prevention.	Provision of staff training is ongoing. Info on training shared through HSIG, SLT, and other avenues.			Lucy Murphy; Jake Tibbets	28-Mar-2018	30-Apr-2020	
OSD P&G 004 b	Annual tree inspections undertaken through qualified personnel through framework contract	Last set of tree inspections done in September. Next set to be completed beginning of May.			Lucy Murphy; Jake Tibbets	28-Mar-2018	31-Mar-2020	
OSD P&G 004 c	Alerts issued to staff enabling additional checks to be undertaken as part of everyday working practice	Ongoing risk management action.			Martin Rodman	28-Mar-2018	30-Apr-2020	
OSD P&G 004 d	Maintain relationships with industry bodies and neighbouring local authorities to ensure free flow of information.	Ongoing action.			Lucy Murphy; Jake Tibbets	28-Mar-2018	30-Apr-2020	


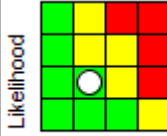

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 005 Climate and Weather 25-Nov-2015 Stella Fox; Martin Rodman	<p>Causes: Severe wind events, prolonged drought conditions, prolonged precipitation or restricted precipitation. May be climate change influenced</p> <p>Event: Severe weather/climate impacts at one or more sites</p> <p>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.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>Discussed at most recent H&S Improvement Group meeting. Sites shared their approach to extreme weather events. Actively monitored and logged in the HSIG minutes.</p> <p>23 Mar 2018</p>	 <p>Likelihood</p> <p>Impact</p>	6	1/6/19	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 005 a	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.	Annual tree planting programme in place. Consideration given to species variety.			Lucy Murphy; Jake Tibbets	29/5/18	1/6/19	
OSD P&G 005 c	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	Systems are in place to close the park when there are severe alerts of amber and red with gust of 70mph or more. Ongoing action			Martin Rodman	29/5/18	1/6/19	

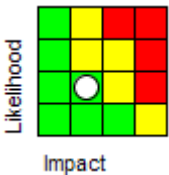
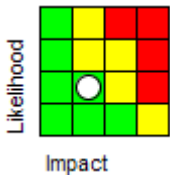

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD P&G 007 Population Increase (residential and worker) 25-Nov-2015 Stella Fox; Martin Rodman	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 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.	Likelihood Impact	12	Increase in use of our sites is a net positive as it shows successful engagement with our communities and carries with it a host of other positive outcomes, but also puts sites at risk of deterioration and pressure on our budgets. We monitor both visitor numbers and maintenance budgets actively as part of ongoing efforts to mitigate this risk. Commented on Newham's local plan. 23 Mar 2018	Likelihood Impact	6	1/6/19	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 007 a	Attendance at meetings and respond to consultation on the local plans to help influence the content of the document.	Relationship with planning colleagues in the city continues - ongoing action.			Martin Rodman; Lucy Murphy; Jake Tibbets	28-Mar-2018	31-Mar-2020	
OSD P&G 007 b	Maintain a close partnership with planning authorities including (but not limited to) Newham, Islington, Camden, and Tower Hamlets.	Ongoing risk action based on responding appropriately to relevant planning issues. Developments by Islington around Bunhill Fields are being monitored.			Martin Rodman; Lucy Murphy; Jake Tibbets	28-Mar-2018	31-Dec-2020	

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 Stella Fox; 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.	Likelihood  Impact	8	Senior staff actively engage with the City Resilience Team to ensure we are prepared in the event of a major incident, and plans are in place to help mitigate this risk. 23 Mar 2018	Likelihood  Impact	4	1/6/19	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 008 a	Review and update emergency plan	A review was undertaken in August 2017 and the Emergency Plan was updated accordingly. Next review due August 2018			Martin Rodman	29/5/18	1 Sept 2018	
OSD P&G 008 b	Attendance at Resilience Forum and dissemination of learning therefrom. Attendance at Public Realm Security Advisory Board bi-monthly	Superintendent is Departmental representative. This action is ongoing			Martin Rodman	29/5/18	1/6/19	
OSD P&G 008 c	All staff trained in relevant areas, e.g. Project Griffin, Argus, and Prevent.	Training rolled out through staff meetings. Ongoing action.			Lucy Murphy; Martin Rodman; Jake Tibbets	29/5/18	1/6/19	

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 001 Increase in Health and Safety incidents/Catastrophic Health & Safety failure 25-Nov-2015 Stella Fox; 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	6	Actively monitored by all staff. Incidents are reported and investigated in a timely fashion and held to account by the H&S Improvement Group. 23 Mar 2018	 Likelihood	4	1/6/19	 Constant
Action no	Description	Latest Note				Managed By	Latest Note Date	Due Date
OSD P&G 001 a	Continue to develop a good culture of reporting accidents, incidents and near misses.	Officers are continuing to report accidents and near misses. Accidents are subject to investigation and review by the Health & Safety Improvement Group This is an ongoing action				Patrick Hegarty; Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 001 b	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.	P&G contractor protocol implemented with existing contractors and rolled out to new contractors as required This is an ongoing action				Patrick Hegarty; Lucy Murphy; Jake Tibbets	29/5/18	1/6/19
OSD P&G 001 c	Net improvement of standards of H&S following biennial validation visits.	Audit validation completed Nov 2016. Next audit due November 2019.				Patrick Hegarty	29/5/18	30 November 19
OSD P&G 001 d	Staff roles linked to essential and desirable training needs. Continual and annual review	Training programme in place. Managers completed mental health and well-being awareness training and H&S leadership workshop certification.				Lucy Murphy; Jake Tibbets	29/5/18	1/6/19

OSD P&G 001e	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	As previously, Departmental Fire Policy and Fire Management plan implemented. Ongoing action	Martin Rodman	29/5/18	1/6/19
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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 006 Public Behaviour 25-Nov-2015 Stella Fox; 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	 Impact	6	Ongoing issues with anti-social behaviour in our parks are being tackled by active engagement with city enforcement teams. 23 Mar 2018	 Impact	4	01-Apr-2019	 Constant
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 006b	Develop stronger links and become a trusted partner with LBN. New relationships with officers in local authorities need developing	'Park Guard' patrols Bunhill Fields. Working with met police, schools' liaison and SNT's over recent park issues. Park guard extended with targeted problem sites in the City.			Lucy Murphy; Jake Tibbets	29/5/18	1/6/19	
OSD P&G 006c	Dog Control Orders / PSPO's in place where required. Potential for further submissions where and when required	'Park guard' patrols Bunhill Fields. Newham Dog Control Orders updated and implemented			Lucy Murphy; Jake Tibbets	29/5/18	1/6/19	

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 Stella Fox; Martin Rodman	<p>Causes: Lack of skills to deliver projects. Unrealistic scoping targets and deadlines. Conflicting priorities between corporate/departmental change programme and Divisional issues</p> <p>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</p> <p>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.</p>		4	<p>Programmes are proceeding at pace, although work is in progress to review the P&P portfolio. This is expected by mid-year 2018.</p> <p>Risk downgraded to Green in line with current roadmap projections.</p> <p>23 Mar 2018</p>		4	31-Mar-2020	 Decreasing
Action no	Description	Latest Note			Managed By	Latest Note Date	Due Date	
OSD P&G 003a	Deliver the Programmes and projects that will help achieve SBR savings	Options review Group have met 3 times. Options stage 2 report produced Gateway 4 report to identify preferred options to committee in July 2018 Subject to approvals and funding, delivery of preferred option in 2019/2020			Martin Rodman	29/5/18	2019/2020	