

**STRATEGIC RISK REGISTER AS AT 21 SEPTEMBER 2023**

Risk ID	Risk Name	Inherent Risk Score					Residual Risk Score					Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion	Updated Comments 21/09/23	Updated Comments 22/06/23		
		Lead	Impact	Likelihood	Total Score	RAG	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score							RAG	
<b>SR1</b>	<b>Legal</b>																		
SR1.1	Failure to comply with the 1966 Park Act, data protection law and other statutory requirements.	DCEO	8	7	56		Provision of Legal Services Member scrutiny through Authority & Committee meetings Annual Governance statement Park Act Awareness covered by inductions for new staff.	EA -Annual Audit Letter IA Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	6	1	6		<>	Tolerate	Continue Induction Process and monitoring of statutory changes. <b>Review of data protection procedures and arrangements against ICO Accountability Framework to ensure alignment with ICO expectations.</b>	Quarterly	DCEO	On-going. The monitoring officer continues to monitor compliance with the Park Act in all areas of the Authority's business. The induction process is under review and some amendments will be made to the induction e-learning module to enhance understanding of the Park Act and the Authority remit for new starters. <b>Review of data protection procedures and arrangements underway.</b>	On-going. The monitoring officer continues to monitor compliance with the Park Act in all areas of the Authority's business. The induction process is under review and some amendments will be made to the induction e-learning module to enhance understanding of the Park Act and the Authority remit for new starters.
SR1.2	Failure to comply with Health & Safety legislation	CD	9	6	54		Health and Safety management H&S manual (procedures) regularly reviewed by RDHS who monitor up and coming legislation. H&S Policy Updated annually Risk Reduction Plan complete. External H&S Assessment 5* Annual Report to Audit Committee	RD/SMT 1/4ly Reports BSC 3 yr. ext. review RD Annual Audits M Year Report	7	2	14		<>	Tolerate	Annual Internal Audit & H&S Audit Plans delivered.	31/03/2022	CD (S&L)	<b>RD are updating a range of procedures and Authority systems including food management, risk assessments and the use of their software including Stitch (accident reporting) and StaffMIS (hosts the Quality Management System and the H&amp;S Manual). Meeting schedules have been reviewed and a revised process is now operational for the quarterly reports.</b>	<b>RD are reviewing the current management system in place against their own procedures and procedures are being drafted. Quarterly reports provided to SMT. Change of process for 2023/24; SMT reports will go to HoS first for approval before going to SMT.</b>
<b>SR2</b>	<b>Contractual</b>																		
SR2.1	Agreeing to accept a partners' financial terms and conditions that will place an unacceptable long term liability on the Authority	HoF	9	4	36		Reports to SMT and Members Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly LA agreement	8	2	16		<>	Tolerate	Ongoing resources review for specific projects	Quarterly	DCEO/ HoF	Ongoing. Individual projects should be reviewed in line with financial requirements if they differ from Authority standard	Ongoing. Individual projects should be reviewed in line with financial requirements if they differ from Authority standard
SR2.2	Contractors, Governing Bodies, or Third Party Operator not delivering agreed objectives/contract	CD	7	5	35		All contracts reviewed prior to commencement by a responsible officer. Delivery monitored by Director/Head of Service and performance monitoring team Quarterly Performance Reports to Executive & Scrutiny Committees	M Exec Monthly M Scrutiny 1/4ly	6	2	12		<>	Tolerate	Quarterly Contract monitoring.	Executive Quarterly Monitoring	CD (S&L)	The LSC contract continues to operate well with phase 1 of the investments in the final weeks of work. <b>All projects are on target and on budget. Phase 2 discussions (and longer term aspirations) will begin before the end of the year. The H&amp;S and GM contracts are performing well with the GM in particular seeing improvements to performance in the previous months.</b>	<b>The LSC contract continues to operate well with the phase 1 of investment projects underway and are due for completion in the third quarter of this financial year. The H&amp;S and GM contracts continues to perform well in the main.</b>
SR2.3	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	CD	9	4	36		Advice and support APMD plus external contractors. Quality contactors employed for maintenance through procurement (Price Quality ratio applied)	APMD Annual Inspections	7	1	7		>	Treat	Ongoing Monitoring	Annual Inspections & Review. MPG Work complete by 31/03/22	HoA	<b>Updated MPG's issued out to all non LSC venues in June, these will be issued each year in April. Monthly meetings switched to bi monthly but presentation of KPI and interrogation remain monthly. Current spend on target with forecast.</b>	Monthly FM meetings in place and ongoing, <b>CAFM system now in place and the information provided is interrogated at monthly meetings. Year 2 expenditure is roughly on target with the estimated spend of £700k/annum.</b>
SR2.4	Contractor stability affected by external influences or national/international conditions prevailing at the time	CD/HoF	9	8	72		Reports to SMT and Members Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly M Scrutiny 1/4ly	8	9	72		>	Treat	Quarterly Contract monitoring.	Executive Quarterly Monitoring	CD (S&L)	On going review of all major projects. <b>Buckingham Constructing Group gave notice of intention to appoint administrators on 17 August 2023 which was then extended on 31 August 2023. This is not causing any operational issues as the building is complete. There is, however, a snagging list, which Buckingham had previously been working through, but has not been fully completed. The Authority must wait until this process is completed and what's then planned for the business before it can fully consider its next step. In the meantime, officers are working with the project and legal team to obtain the best information possible and to consider the Authority's options. The Authority holds retention money and has all sub-contractor warranties in place and the project is therefore in a good overall position despite the administration issue. Regarding the LSC and the Authority's tariff risk for utilities, the 23/24 budget is sufficient for current levels of consumption at known prices to September 2023 and then at the prices forecast by Laser from October, with a contingency for additional price increases. Consumption has been reduced through more efficient management practices and the initial LED investment at the VeloPark. Further consumption reductions from LEDs at HTC, LVAC, WWC and the Riding Centre will further mitigate this risk. <b>Updated forecasts from Laser suggest tariff from October will be lower than anticipated.</b></b>	<b>Ongoing review of major projects, in particular the Ice Centre (post-handover snagging works) through the Authority's cost consultants regarding material costs and any potential delays in supply. Regarding the LSC, utilities were protected cost wise until September 2022. GLL were unable to secure the same prices as the Authority from October 2022, and there was a significant price increase up to March. From April GLL's prices reduced closer to the Authority tariff. The 23/24 budget is sufficient for current levels of consumption at known prices to September 2023 and then at the prices forecast by Laser from October, with a contingency for additional price increases. Consumption has been reduced through programme changes, more efficient management and the initial LED investment at the VeloPark. Further consumption reductions from LEDs at HTC, LVAC, WWC and the Riding Centre will further mitigate this risk.</b>
SR2.5	Insufficient contractors tendering for contracts	CD	4	5	20		Reports to SMT Financial/Legal/Risk Implications fully appraised. Appraisal of procurement process.	SMT Monthly & 1/4ly Reports M Exec 1/4ly M Authority Annual Budget IA Audit Plan	5	3	15		>	Treat	Review of Procurement process Tender Evaluation Award of Contract	31/03/2023	CD	<b>Authority officers in discussions with London Boroughs of Redbridge and Waltham Forest procurement department to provide support to the Authority. The Procurement department will continue to revise the Authority's procurement processes and documents to ensure Regulations are followed and best practice is in place. Closer working relationship with the Authority's Legal Department has helped with parts of the process. An emphasis on completing benchmarking and market research has been put on project leads. A review of the Authority's Financial Regulations (the procurement section in particular) is needed which will inform changes to the the Authority's procurement processes.</b>	<b>The Procurement department will continue to revise the Authority's procurement processes and documents to ensure Regulations are followed and best practice is in place. A closer working relationship with the Authority's Legal Department has helped with parts of the process. An emphasis on completing benchmarking and market research has been put on project leads.</b>
SR2.6	Major equipment or other failure at one or more venues resulting in temporary/permanent cessation of operations	CD	9	6	54		Reports to SMT Financial/Legal/Risk Implications fully appraised. Application of Business Continuity protocols.	SMT Monthly & 1/4ly Reports M Exec 1/4ly M Authority Annual Budget IA Audit Plan	7	3	21		>	Treat	Ongoing Monitoring	On-going	CD	<b>LSC venue operator now has CAFM (Computer Aided Facility Management) system in place to manage venue equipment and plant machinery. LV officers have access to the system and are given monthly updates at officer meetings. Monitoring of venues by LV officers includes major equipment and all associated operator maintenance checks.</b>	<b>Process in place for reporting major failures of plant at LVRPA venues, both LSC and Non LSC. Investment in LVWVC pumps and controls progressed well and is now completed. The replacement of teh chillers to the pump controls has been ordered and will complete in late summer.</b>

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		Inherent Risk Score					Residual Risk Score												
Risk ID	Risk Name	Lead	Impact	Likelihood	Total Score	RAG	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion	Actions	Updated Comments 21/09/23	Updated Comments 22/06/23
SR2.7	Failure of LSC contractor organisation or failure of LSC contractor to deliver as required by contract	CD	9	8	72	Red	Reports to SMT Financial/Legal/Risk Implications fully appraised. Appraisal of Contractor Financial records.	SMT Monthly & 1/4ly Reports M Exec 1/4ly M Authority Annual Budget IA Audit Plan	5	4	20	Yellow	>	Treat	Ongoing Monitoring by Authority Continual review of LSC contractor's financial position	On-going	CD	Updated KPI/PI's will be implemented this year after final agreement between the Authority and Contractor. Performance monitoring process continues with Quality Manuals in production for each venue and Payment Performance Monitoring System to be used. Live Issues & Actions tracker being used by department leads and shared/discussed with GLL on a monthly basis. Any major issues are flagged and raised at monthly AR/CR meetings.	Updated KPI/PI's to be implemented this year. Performance monitoring process now in place with Quality Manuals to be produced for each venue. Live Issues & Actions tracker being used by department leads and shared/discussed with GLL on a monthly basis. Any major issues are flagged and raised at monthly AR/CR meetings.
SR2.8	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	DCEO	9	4	36	Yellow	Advice and support APMD plus external contractors. Quality contactors employed for maintenance through procurement (Price Quality ratio applied). Performance department regular inspections carried out	APMD Annual Inspections PR Monthly inspections M Exec Monthly M Scrutiny 1/4ly	5	3	15	Green	>	Treat	Ongoing Monitoring Implement pre 2020 condition survey work	Annual/ Monthly Inspections & Review.	HoA	The 10 year rolling AM programme covers the non LSC venues and is reviewed monthly. The LSC venues are tracked and monitored on the CAFM system.	The pre planned maintenance schedule for the year is discussed and monitored at the monthly meetings, the reactive maintenance is tracked and reviewed at a separate monthly meeting and on CAFM.
<b>SR 3 Resources</b>																			
SR3.1	I.T. Infrastructure does not meet future business need requirements. Authority requires funding for updating or improving I.T infrastructure	HoIT	9	4	36	Yellow	Reports to Members Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code. IT Infrastructure upgrade comes from Capital budget	SMT Weekly Meeting Minutes IA Audit Plan EA - Annual Audit Letter	8	3	24	Yellow	>	Treat	Procurement or upgrade Finance system to a SaaS system. Adopt strategy of moving to hosted systems.	31/03/2023	CD/HoIT	Finance System upgrade delayed until December 2023. Project is being led by Senior Accountant. Once Finance system has been upgraded the risk can be moved to <- Tolerated. The current system poses a risk to the Authority.  New Phone system rolled out. Related PSTN retirement risk now removed.  Server environment changes in progress, to make Data Centre the primary location and MH the backup. This will improve resilience and greater flexibility in terms of office space. Physical servers at Data centre to then be virtualised to cloud hosted. MPLS contract in process of being renewed via procurement process.	Finance System upgrade being rolled out in June 2023. Project is being led by Senior Accountant. Once Finance system has been upgraded the risk can be moved to <- Tolerated. The current system poses a risk to the Authority.  Phone system roll out has started.  Server environment changes in progress, to make Data Centre the primary location and MH the backup. This will improve resilience and greater flexibility in terms of office space. Physical servers at Data centre to then be virtualised to cloud hosted. MPLS contract in process of being renewed via procurement process. Waiting for update on FR as requires quality vs price ratio to be adjusted.
SR3.2	Inadequate I.T. Infrastructure/ Systems/Data for new LSC.	HoIT	7	5	35	Yellow	Reports to Exec Financial/Legal/Risk Implications fully appraised. Financial Appraisal of relocation/updating of Authority IT assets New Usage Counters Existing IT Infrastructure Budget	SMT Weekly Meeting Minutes IA Audit Plan EC - LSC Specification	6	2	12	Green	<=>	Tolerate	Review for Procurement process Review for new Contract post 2020	31/06/2022	CD/ HoIT	GLL have upgraded their Microsoft Office environment reducing risk of inadequate systems.  Regular monitoring meetings in place between GLL and LV IT leads.  Phone system support contract in place as GLL using Authority system. They have a roadmap for rolling out their own phone system this year.	GLL have requested extension of Phone system support from 1 April. A further 12month contract will be in place with a 30 day notice period for either side
SR3.3	The Authority fails to recruit/retain staff at all levels of the appropriate calibre	CEO	8	8	64	Red	Reward & Recognition Training & development framework Management Away Days Staff presentations Internal/External communications Up to date staff handbook Up to date policies Training Panel funding	M Annual Sickness Report M - Policy Reports SMT Annual Training panel	6	6	36	Yellow	<=>	Treat	Ongoing Monitoring	On-going	CEO/ HoHR	Succession planning/workforce planning over next 3 years. Review of flexible/agile working /office accommodation ongoing. Review of training matrices underway. Training & development policy in place.	Review of roles across the organisation and where they sit in terms of grade has been completed. Induction procedure reviewed and implemented. Training on carrying out inductions and probationations underway. Training & Development policy updated and approved. Workforce plan being developed. Review of flexible/agile working underway.
<b>SR 4 Financial Management</b>																			
SR4.1	Financial Risks of over/under spent budget through non-achievement of income targets or inaccurate budget forecasting. Insufficient Resources to meet objectives	HoF	9	7	63	Red	Quarterly Budget monitoring reports Weekly review against Centre Business Plan targets Medium Term Financial Plan updated £3-4m Minimum Reserves Policy reviewed Statutory Power to Levy	M Exec 1/4ly M Authority Annual Budget SMT Monthly & 1/4ly Reports	8	4	32	Yellow	>	Treat	Ongoing budget monitoring & review MTFP in September	Executive Quarterly Monitoring	HoF	Ongoing. The MTFP is being updated to reflect changes in inflation, impact of service revision, and changes that directly impact revenue. Continued monitoring of Income, Expenditure, and operational capacity/usage. Utility costs stabilising and budget built with contingency to allow any exceptional above estimate increases. Review of General Fund reserve balance, cash flow monitoring, and inflation/rate change modelling. Capital spend profile updated for current programme delivery. High inflation/interest continues to have an impact on costs. Mid-term direction still to rebuild reserves levels by 2025/26.	Ongoing. The MTFP is being updated to reflect changes in inflation, impact of service revision, and changes that directly impact revenue. Continued monitoring of Income, Expenditure, and operational capacity/usage. Impact of increased Utility costs being assessed in regards to both LVRPA & GLL costs, and efficiencies both in operations and investment being sought Review of General Fund reserve balance, cash flow monitoring, and inflation/rate change modelling. Capital spend profile updated for current programme delivery. The revenue outturn for 22/23 was slightly better than expected, and income levels for beginning of 23/24 are above initial profile. High interest continues to have an impact on costs. Mid-term direction to rebuild levels by 2025/26.
SR4.2	Financial Risks of either greatly increased insurance costs or insurers refusal to insure Authority due to increased risks brought on by prevailing conditions	HoF	9	7	63	Red	Budget monitoring reports Authority/LSC Contractor (at contract commencement) monitoring meetings Budget Review 2020/21 complete Medium Term Financial Plan £3-4m Minimum Reserves Policy Statutory Power to Levy Emergency Budget 2020/21	M Exec 1/4ly M Authority Annual Budget SMT Monthly & 1/4ly Reports	8	3	24	Yellow	>	Treat	Liaison with Insurance brokers re level of cover	Executive Quarterly Monitoring	HoF	Insurance is arranged annually for period October X1 to September X2. Liaison required with Insurance brokers with regards to any changes in insurance cover and premiums. Review of insurance property values, and insurable items, to ensure sufficient arrangements/coverage	Insurance is arranged annually for period October X1 to September X2. Liaison required with Insurance brokers with regards to any changes in insurance cover and premiums.
SR4.3	Failure of GLL to achieve 90% of income target in Year 1, resulting in renegotiation of Year 2 MF	HoF	9	6	54	Red	Service meetings with GLL Quarterly Performance Reporting	M 1/4ly Authority Meetings M Working Groups M Exec Monthly SMT Weekly Meeting Minutes LA In house EA Ext Audit IA Int Audit	8	2	16	Green	>	Treat	GLL to provide quarterly financial reports	31/03/2023	HoF	Income levels in Year 1 sufficient that renegotiation not required in respect of income for Year 2+	GLL supply quarterly performance monitoring, which inc Income targets. Awaiting final account for Year 1 performance. Officers will discuss with GLL, as required, what measures have been put in place should income fall below 90% Schedule 5 to LSC allows for renegotiation of YR2 MF if required

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<b>SR5 Governance &amp; Leadership</b>																			
SR5.1	Lack of a clear corporate direction	CEO	9	7	63		Authority meetings SMT Business Plan 2016-19 MTFP to 2024 Levy Strategy Land & Property Strategy Vision 2010-2020	M 1/4ly Full Authority Meetings M Exec Committee x 12 M Working Groups SMT Weekly Meeting Minutes	9	2	18		<>	Tolerate	Set out 3 year plan 2024/25-26/27	31/03/2022	CEO	The Authority's new 3 year Business Plan for 2024/25-2026/27 will be completed in 2023.	3 year business plan will be produced by summer 2023.
SR5.2	Impact on the Authority's powers to raise the Levy with resistance from many constituent councils.	CEO	9	7	63		Stakeholder engagement Clear Budget/Levy Direction Funded Financial Plan Statutory Levy Raising Powers Monitoring of Legislation	SMT Weekly Meeting Minutes LA as needed	9	1	9		<>	Tolerate	Set out 3 year plan 2024/25-26/27	Quarterly Monitoring 31/03/2022	CEO	The Athletics Centre fitness centre and Riding Centre riding simulator investments have both been completed. Ongoing investment in income generating and cost saving projects will be at the heart of the new 3 year Business Plan.	Investment in income generating and cost reduction projects is progressing in 2023/24. LED lights continue to be installed across venues and the new fitness centre at the LVAC and riding simulator at the LVRC are currently being delivered. Continued investment in income generation and cost reduction are an important feature of the 2023-26 Business Plan.
<b>SR6 Reputation/Communication</b>																			
SR6.1	Impact on Authority's reputation due to service failure, damaged stakeholder and/or contractor relationships.	HoC	7	5	35		Venue and service communication plans. Proactive marketing, media relations, speaker engagement and stakeholder engagement	SMT Weekly Meeting M 1/4ly Authority Meetings M Exec Monthly Stakeholder Perception KPI	6	3	18		>	Treat	Regular meetings with Authority business owners and GLL marketing team to plan and coordinate activity	Quarterly Monitoring Report	HoC	We continue with all the activities described in June, including close monitoring of GLL comms. Still awaiting final central spend figures to sign off comms plans. Lee Valley Ice Centre launch carried out in June achieving coverage on BBC London TV News, ITV London News, BBC Radio London News and a host of other outlets. Continued focus on this until year end. Using FIH Pro League, ICF and Track Champions League to cultivate stakeholders. Summer campaign under way promoting the destination as a series of key hubs.	Continued close working with GLL, fortnightly meetings, near daily contact, continued signing off of materials until this gets to the stage where we can lessen frequency. Comms plans for 2023/24 received, awaiting final figures of GLL's centrally spent "Business as Usual" advertising spend until these can be formally signed off. The contract monitoring will now be against the objectives and individual comms plans KPI's. Joint PR on venue investments. On wider comms front, main focus is on a successful Lee Valley Ice Centre launch for media, public and stakeholders. Continued work to maximise benefit of tickets to stakeholders to hosted sports events, securing and carrying out speaker engagements, proactive PR and comms, implementation of cost of living marketing campaign, creation of Q and A docs, updating of website and proactive social media.
SR6.2	Impact on Authority's reputation due to service failure caused by Covid-19 or any similar pandemic or infectious disease, damaged stakeholder and/or contractor relationships.	HoC	8	5	40		Managed via social media, web and digital updates Media relations Internal communications Utilisation of new technologies Venue communications	SMT Weekly Meeting Venues re-opening group Weekly Meetings M 1/4ly Authority Meetings M Exec Monthly	6	3	18		>	Treat	Social media, digital communications, web updates and media relations proactively explaining our position as a result of any Government announcements on Covid19 or other communicative infectious disease and our key business activities such as staged reopening of venues. Ensuring all aspects of customer, partner, club and NGB communications are carried out Strong liaison with venues, open spaces and other parts of the Authority affected by Coronavirus to ensure comms work aligns with key business objectives Regular and extensive internal comms utilising technologies such as video conferencing, group chats to keep all staff, furloughed and working engaged and involved.	Quarterly Monitoring Report	HoC	As per previous updates - the situation will continue to be monitored to consider any new Covid variants and comms required.	As per February update. The situation will continue to be monitored to consider any new Covid variants and comms required.
<b>SR7 Business Continuity</b>																			
SR7.1	Inadequate business continuity implementation at any (all) sites following natural disaster, IT failure including Cyber Terrorism, Flooding, Disease Outbreak (animals/humans), Terrorism.	CEO	6	5	30		Emergency Action Planning IT Disaster Recovery Plan Business Interruption Insurance Adequate Cover arrangements exist for Senior Management Site DRP & Management Plans Joint LSC Contractor/Authority Training Insurance Policies/Funds General Reserves H&S Audits Working with EA/CRT and other Local Authorities	EA -Annual Audit Letter IA Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	5	4	20		>	Treat/Transfer	Audit Recommendations implemented Further training and testing. LSC Contractor Risk Register - alignment re risk and continuity	Quarterly Monitoring	CD	Internal Audit will be auditing Business Continuity in February 2024, focussing on processes and the documentation which has been updated by all departments. The H&S contractor monitors business continuity at GLL sites as part of the quarterly audit process.	Business Continuity process at GLL sites monitored as part of the H&S audits. Authority Business Continuity documentation will be updated after further training session on risk registers and allied processes, followed by internal audit on Business Continuity later in the year where full check of procedures will be undertaken.
SR7.2	Inadequate pandemic or infectious disease management processes in place park wide following major pandemic outbreak/further spikes in Covid 19 or other infectious disease and more restrictions including local tier restrictions and national lockdowns	CEO	9	7	63		Pandemic Planning Procedure Emergency Pandemic Protocols IT Operational Procedures	RD/SMT 1/4ly Reports RD Annual Review Pandemic Procedures IA Audit Plan SMT Weekly Meeting Minutes M Exec Monthly	6	6	36		>	Treat	H & S Recommendations, implemented Training and reviews of financial, legal, leadership protocols Update of communication processes Review of staffing structure to continue business	Executive Quarterly Monitoring	CEO/ CD	The pandemic procedure is in place and monitoring of any outbreaks of infectious diseases is carried out by the H&S Contractor. The new variant of Covid-19 (Covid EG.5.1 Eris) is being scrutinised by the H&S Contractor who also continues to monitor cases of Avian Flu. All procedures relevant to dealing with dead birds within the park have had further updates, with processes listed on the Authority's intranet.	Pandemic procedure remains in place and monitoring of any infectious diseases is carried out by the H&S Contractor. Counts of monkeypox by region and upper tier local authority was published for the last time by HM Government on 20 December 2022, due to low case numbers. The H&S Contractor is currently monitoring cases of Avian Flu with revisions to various procedures when dealing with dead birds within the park.

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<b>SR8</b>	<b>Environmental Management</b>																		
SR8.1	Failure to manage contamination could be a risk to users, this includes land and/or water contamination (also damage to reputation from failing to manage contamination)	DCEO	9	7	63		Site investigations carried out prior to developments & land remediated. Site investigations carried out on some other sites. Some sites monitored. Sites closed to public access where contamination is significant. Contaminated Land Policy Member Task & Finish group Completion of Contaminated Land Strategy & Policy Consultant Site Investigations work completed.	M 1/4ly Authority Meetings M Working Groups M Exec Monthly SMT Weekly Meeting Minutes	7	2	14		<>	Tolerate	Ongoing monitoring	Ongoing Monitoring plus analysis when land sold/purchased or developed	DCEO	Land is dealt with in line with the Land Contamination Strategy as updated. A review will be undertaken by the Head of Legal as soon as practicable to assess if further revision is required to align with any new legislation.	Land is dealt with in line with the Land Contamination Strategy as updated. A review will be undertaken by the Head of Legal as soon as practicable to assess if further revision is required to align with any new legislation.
<b>SR9</b>	<b>Major Business Developments</b>																		
SR9.1	Ice Centre Failure in Strategic Risks 1-8 above in the development of the Ice Centre circa £30m project and Legal Challenge Ice Centre not operational at agreed date	CEO	9	8	72		Legal Advice Prudential Code Feasibility Studies Member Steering Group Existing PR/Comms Feasibility budget Working with LB Waltham Forest Planning Advice	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA Annual Audit Letter	6	4	24		>	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/10/2022	CD (S&L)	Although the Ice Centre has been handed over and opened on the set date, on 17 August 2023, the Buckingham Construction Group gave notice of its intention to appoint administrators, this was extended on 31 August 2023. This is not causing any operational issues as the building is complete. There is, however, a snagging list, which Buckingham had previously been working through but has not completed. The Authority holds retention money and has all the sub-contractor warranties in place so the project is in a good position despite the potential administration issue. Authority officers are working closely with the project and legal teams to ensure the Authority's position is protected.	The Ice Centre has now been handed over to the Authority with a planned opening date of 17th June. Snagging of a range of items continues and the project remains on budget and is being closely monitored by senior officers and the cost consultant team. The maintenance of the external landscaping in place and will be scrutinised by the south ranger team and the Authority's monitoring officers.
SR9.2	Picketts Lock Development Failure in Strategic Risks 1-8 above in the development of the Picketts Lock circa £40m project and Legal Challenge	CEO	8	8	64		Legal Advice Prudential Code Feasibility Studies Existing PR/Comms Feasibility budget Working with LB Enfield Planning Advice Land & Property Member Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA Annual Audit Letter	7	5	35		>	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/03/2022	DCEO	in	In response to commercial pressures The Wave has had to focus on optimising the operation of the Bristol venue. The Authority has been advised that attention will be turned to the PL development in the summer of 23. Following a meeting in Feb officers will be meeting TW in June to discuss the detail of the programme to deliver a surfing facility at Picketts Lock.
<b>SR10</b>	<b>Implications of Implementing Land &amp; Property Strategy</b>																		
SR10.1	Acquisitions - Opportunity Cost of Resources, Reducing Available Resources or increasing future liabilities	DCEO	8	6	48		Legal Advice - Park Act Park Act L&P Strategy Land Contamination Strategy Medium Term Financial Plan Land & Property Working Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA - Annual Audit Letter	4	2	8		<>	Tolerate	Seek External Advice incl. Planning Context. Identify Resources Members Decision. Ongoing Monitoring, Consultation	31/03/2022	HoP	No current new acquisitions in the pipeline	No current new acquisitions in the pipeline
SR10.2	Disposals - Legal challenge, Reputational Damage, reduced public access or bio diversity. Failure to deliver anticipated capital resources through land disposal due to the constraints imposed by the riparian boroughs/districts and other agencies, e.g. green belt/flood risk/contaminated land	DCEO	8	7	56		Legal Advice - Park Act Park Act L&P Strategy Medium Term Financial Plan Land & Property Working Group	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA - Annual Audit Letter	6	3	18		>	Treat	Seek External Advice where necessary incl. Planning Context. Members Decision. Consultation	31/03/2022	HoP	There are no disposals underway at the time of reporting	There are no disposals underway at the time of reporting
<b>SR11</b>	<b>Impact of Brexit on Authority</b>																		
SR11.1	Failure in Strategic Risks 1-10 above due to changes in the Economic and Business climate brought about by changes following the departure from the European Union	CEO+D3:CE	7	9	63		Legal Advice Medium Term Financial Plan General/Capital Reserves Treasury Management Policy Annual Investment Strategy Prudential Code Power to Levy Land & Property Member Group Annual/Triennial pension valuations	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA - Annual Audit Letter	6	6	36		>	Treat	Monitor: Potential Land disposal Interest rates Third Party investors/ stakeholders Legal framework Pension valuations	Ongoing	DCEO/ HoF	Potential risk continues to require ongoing monitoring particularly in relation to finances, future strategic investments, and 3rd party contracts	Potential risk continues to require ongoing monitoring particularly in relation to finances, future strategic investments, and 3rd party contracts

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