

STRATEGIC RISK REGISTER AS AT 23 FEBRUARY 2023

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	Officer(s) Responsible	Updated Comments 23/02/23	Updated Comments 22/09/2022
SR1 Legal																			
SR1.1	Failure to comply with the 1966 Park Act 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	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.	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)	New H&S contract commenced in October 2022 with a much enhanced and robust coverage for all matters H&S. H&S contractor staff now based within the park and giving much needed support to sites/services. H&S audits have been undertaken at both LSC and non-LSC sites to meet the Authority's requirements.	New H&S contract fully procured and will commence in October 2022. This will provide the Authority a much enhanced and robust coverage for all matters H&S with more dedicated and on the ground support. All planned audits at LSC and NON LSC venues will be delivered as planned.
SR2 Contractual																			
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)	New LSC has been in place since April 1st 2022 and has been operating well with first half year results being generally positive. The first 6 months has been for the Authority to support the change in operation and monitoring etc. has been focused on doing that along with finalising all the post handover requirements for land matters. The GM contract continues to perform well and the new H&S contract has been fully transferred with new support platforms either in place or shortly due for launch.	New LSC has been in place since April 1st 2022 and has been operating well with Q1 results being positive. The first 6 months has been for the Authority to support the change in operation and monitoring etc. has been focused on doing that along with finalising all the post handover requirements for land matters. The GM contract continues to perform well and has been in place since November 2021. Focus is on the implementation of the new H&S contract to ensure a seamless transfer in provider.
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 contractors 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	Monthly FM meetings in place and on going, CAFM system currently being built, due to be in place by 1st April 23. First year spend on target at £700k. Items of expenditure generally agreed between LV/GLL. Currently reviewing year 2 expenditure.	Monthly FM meetings in place and on going, CAFM system currently being built, spend on maintenance forecast at £700k/annum and is on target for this figure. Items of expenditure generally agreed between LV/GLL.
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	8	64		>	Treat	Quarterly Contract monitoring.	Executive Quarterly Monitoring	CD (S&L)	Ongoing review of major projects, in particular the Ice Centre through the Authority's cost consultants regarding material costs and any potential delays in supply. In general, communication with contractors remains strong and proactive to identify potential issues with review of all current contracts to confirm stability of each company. Regarding the LSC, utilities were protected cost wise until October 2022 though meetings continue with GLL and the suppliers to ascertain the full impact on the budgets over the next year. The impact of the utilities pricing will continue to be significant and without government help there is an ongoing fundamental review of programming etc. with GLL. There is also likely to be a significant impact for the Authority's own utility costs which needs to be considered.	Ongoing review of major projects, in particular the Ice Centre through the Authority's cost consultants regarding material costs and any potential delays in supply. In general, communication with contractors is strong and proactive to identify potential issues with review of all current contracts to confirm stability of each company. Regarding the LSC, utilities are protected cost wise until October 2022 and meetings are ongoing with GLL and the suppliers to ascertain the full impact on the budgets over the coming winter period. The impact of the utilities pricing will be significant and without government help there will have to be a fundamental review of programming etc. with GLL. There is also likely to be a significant impact for the Authority's own utility costs
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	6	3	18		>	Treat	Review of Procurement process Tender Evaluation Award of Contract	31/03/2023	CD	The Authority continues to get the necessary interest required for its tenders. The revised process implemented last year has helped as the pre work required prior to tender is more robust and clear on what the requirements are making it easier for interested parties and the addition of a new Procurement Officer has ensured that the tender processes are followed.	The Authority continues to get the interest required for its tenders. The revised process implemented last year has helped as the pre work required prior to tender is more robust and clear on what the requirements are making it easier for interested parties and the addition of a new Procurement Officer will ensure that the tender processes are followed
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	4	28		>	Treat	Ongoing Monitoring	On-going	CD	Process now operational for reporting of major failures of plant to LVRPA. LVRPA to be involved in route of rectification to a satisfactory level. Issue at LVWWC with the pumps and the controls remain but plan to deal with this for the short and long term being implemented and situation continues to improve. Full replacement of pumps with new / refurbished and new controls to be completed in the winter due to lead times on parts and is expected to be completed in time for the new season opening.	Process now put in place for reporting of major failures of plant to LVRPA, LVRPA to be involved in route of rectification to a satisfactory level. Issue at LVWWC with the pumps and the controls remain but plan to deal with this for the short and long term being implemented and situation continues to improve. Full replacement of pumps with new / refurbished and new controls to be completed in the winter due to lead times on parts.
SR2.7	Failure of LSC contractor organisation or failure of LSC contractor to deliver as required by contract	CD	9	8	72		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	6	4	24		>	Treat	Ongoing Monitoring by Authority Continual review of LSC contractor's financial position	On-going	CD	Current list of revisions to PI specification being considered in preparation for end of first full year of the LSC. Processes for monitoring the contract are in place but the new ways of working will take time to bed in before they become less likely to cause any major issues. Early signs of risk is low and GLL's operation continues to progress well. Increased monitoring and actions and issues trackers now in place and legal letter prepared for GLL in relation to full implementation of the contract administration process from April 1st 2023.	Process in place but its early in the contract and the new ways of working will take time to bed in before they become less likely of causing any major issues. Early signs of risk is low and GLL's operation continues to progress well.

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SR2.8	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	DCEO	9	4	36		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		>	Treat	Ongoing Monitoring Implement pre 2020 condition survey work	Annual/ Monthly Inspections & Review.	HoA	KPI's being interrogated and reported back, generally in line with requirements, lower priorities (3&4) not being closed out quick enough, monthly meetings now have KPI's as an agenda item	KPI's agreed and in place, CAFM system to be implemented though delayed due to problems with initial supplier, monthly meetings and regular calls are now in place. GLL have a dedicated officer for their contract role Katie Davies		
SR 3 Resources																					
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		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		>	Treat	Procurement or upgrade Finance system to a SaaS system. Adopt strategy of moving to hosted systems.	31/03/2023	CD/HoIT	Finance system now in process of being migrated to hosted solution. Once Finance system has been upgraded the risk can be moved to <=> Tolerated. The current system poses a risk to the Authority. Procurement on hosted phone completed and being rolled out in Jan 2023. 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 is in process of being upgraded to new hosted solution. Once Finance system has been upgraded the risk can be moved to <=> Tolerated. The current system poses a risk to the Authority. Procurement on hosted phone solution in final stages. 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		
SR3.2	Inadequate I.T. Infrastructure/ Systems/Data for new LSC.	HoIT	7	5	35		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		<=>	Tolerate	Review for Procurement process Review for new Contract post 2020	31/06/2022	CD/ HoIT	GLL no longer require LV to take back CCTV Phone system support should end on 31 March 23 Agreement is done, just waiting GLL to provide final signed copy. GLL now operating with Flow	GLL now appointed dedicated person to look after IT at LSC venues. GLL would still like LV to take back the CCTV. Agreement is currently with GLL Legal team. LV IT looking after phone system until April 2023.		
SR3.3	Inadequate I.T. Infrastructure/ Systems/Data support due to staff shortages from Covid 19 related illness	CD	8	6	48		Reports to Exec Financial/Legal/Risk Implications fully appraised. Appraisal of limitations on remaining staff Existing IT Infrastructure support processes	SMT Weekly Meeting Minutes IA Audit Plan M Exec Monthly	6	2	12		>	Treat	Review for furlough processes if repeated Review for changes in government legislation	Monthly review	HoIT	If staff need to self isolate, they can work from home. Any site visits will need to be deferred if possible. Risk if all staff are taken ill with Covid that urgent site visits or event cover will not be able to happen. Will use trusted contractors to cover if this is the case. Less events now due to LSC venues being run by GLL Tech staff have been vaccinated	If staff need to self isolate, they can work from home. Any site visits will need to be deferred if possible. Risk if all staff are taken ill with Covid that urgent site visits or event cover will not be able to happen. Will use trusted contractors to cover if this is the case. Less events now due to LSC venues being run by GLL Tech staff have been vaccinated		
SR3.4	GLL Booking System (Flow) not ready to be used at venues when contract with Omnicore end on 31 Oct 2022. Clarity is now end of life	HoIT	9	6	54		HoIT Meeting with GLL IT Manager on a weekly basis GLL have roadmap for rollout	M Weekly Meetings	8	2	16		<=>	Tolerate	GLL to provide progress report of roll out of Flow	31/10/2022	HoIT	Flow is now in use at all venues and working. Issues around not being able to sell online vouchers may have impacted on income over Christmas.	GLL introduced new Flow POS/booking system from July 2022 after withdrawal of Clarity system following the collapse of Omnicore. The roll out of Flow has begun and is being used across the venues.		
SR3.5	The Authority fails to recruit/retain staff at all levels of the appropriate calibre	CEO	8	8	64		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		<	Treat	Ongoing Monitoring	On-going	CEO/ HoHR	Recruitment Policy updated and approved. Equality, Diversity & Inclusion (EDI) Policy updated and approved. EDI steering group being set up with staff and volunteers. Training & development policy and procedure currently being reviewed. Review of roles where struggling to recruit. Review of roles and where they sit within the organisation completed through job evaluation. Review of ways of working and the hybrid working model. Training schedule for 2023/24 being worked on. Induction procedure reviewed and updated. Workforce plan being developed	Short term funding being reviewed to increase capacity in critical areas to deliver the Authority's priorities. Training & Development policy and procedure being reviewed. Staff Training schedule in place for 2022/23. Networking with others facing the same issues. Induction procedure currently being reviewed. Equality, Diversity & Inclusion steering group being set up and working with LLDC & GLL on EDI initiatives for staff and volunteers. Review of ways of working and the hybrid working model.		
SR 4 Financial Management																					
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		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	5	40		>	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. Impact of increased Utility costs being assessed in regards to both LVRPA & GLL costs Review of General Fund reserve balance, cash flow monitoring, and inflation/rate change modelling. Capital spend profile updated for current programme delivery. The Authority was facing a potential budget gap of circa £3.2m for 23/24. A funding package was put together which involved significant operational savings (£1.9m), an increase to the Levy (£0.9m) and used of reserves (£0.4m). However, this will leave reserves under the approved limit of £3m for a number of years. Mid-term direction to rebuild 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 Review of General Fund reserve balance, cash flow monitoring, and inflation/rate change modelling. Capital spend profile updated for current programme delivery.		
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		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	9	3	27		>	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.	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		Service meetings with GLL Quarterly Performance Reporting	M 1/4ly Authority Meetings M Working Groups M Exec Monthly SMT Weekly Meeting Minutes EA In house Ext Audit Int Audit	8	5	40		>	Treat	GLL to provide quarterly financial reports	31/03/2023	HoF	GLL supply quarterly performance monitoring, which inc income targets. 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	GLL to supply quarterly performance monitoring, which inc income targets. 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		
SR5 Governance & Leadership																					

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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 2023/24-25/26	31/03/2022	CEO	In light of the hugely volatile economic climate and business uncertainty in the short/medium term it is felt that it would be prudent to develop a 2 year business plan for 23/24-24/25. A longer term plan can be developed once there is greater confidence in the medium term (3-5 years).	The medium to long term business plan is still being developed and will hopefully be completed in 22/23. The delay in developing a medium term plan is in response to the current significant economic uncertainty. In the short term a 1-2 plan is being considered as the best approach.

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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 2023/24-25/26	Quarterly Monitoring 31/03/2022	CEO	Levy increased by 9% for 2023/24, the maximum amount that Members felt they were able to, principally to address the financial impact of utility prices. Long term trend anticipated to reduce requirement on levy for funding. Income generating, and cost saving investment is a mid- to long-term component of the Authority's business strategy, which will help to reduce pressure on the levy.	Income generating investment is a long term component of the Authority's business strategy and this additional income will help reduce pressure on the levy.
SR6 Reputation/Communication																			
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	Continued regular monitoring meetings with GLL, still at fortnightly frequency. Continue to sign off all design work and reinforce writing style and design style as per contract. Involving GLL in LVIC launch, price changes comms and Authority investments in LSC venues. Monitoring and approving plans for next fin year and proposed against actual spends. On wider comms front, securing speaker engagements, proactive PR and comms, creation of Q and A docs, updating of website and proactive social media.	Fortnightly meetings with GLL contacts to plan and approve communications and marketing for LSC venues. Additional briefing sessions held with GLL Design team to reinforce importance of brand. Continued work on LVIC construction programme and community relations. Key comms to promote our contribution to the sporting legacy from London 2012 - this includes placements around the park, an exhibition in partnership with LLDC and the National Paralympic Heritage Trust, a stakeholder -focussed document on our work since 2012, new walks programme and media placements.
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	COVID-19 infections have continued to decrease. The situation will continue to be monitored to consider any new Covid variants and comms required.	Monitoring of situation, especially in winter months with responses ready for any comms required.
SR7 Business Continuity																			
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	Majority of risk is now with GLL for the LSC venues. Further revisions of business continuity are to be made after the internal audit review with training exercises to take place involving all levels of management.	Majority of risk is now with GLL for the LSC venues. Further revisions of business continuity are to be made after the internal audit review with training exercises to take place involving all levels of management.
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	Pandemic procedure in place and monitoring of any infectious diseases will be 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 Covid sub-Risk Register has now been removed. Should any further problems re-occur, the sub-Risk Register can be implemented again at short notice. The Monkeypox outbreak continues to be monitored by the H&S contractor.
SR8 Environmental Management																			
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.
SR9 Major Business Developments																			
SR9.1	Ice Centre Failure in Strategic Risks 1-8 above in the development of the Ice Centre circa E30m 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	8	3	24		>	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/10/2022	CD (S&L)	The Ice Centre re development continues well, though handover has been delayed due to supplier problems with the revised handover date to the Authority falling back to February 2023 at the earliest. The project remains on budget and is being closely monitored by senior officers and the cost consultant team.	The Ice Centre re development continues well and is on time to be handed over to the Authority in late October 2022. The project is also on budget.

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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	The Wave advised that they had secured funding for the project early 2022. The Wave commenced with initial public consultation in the summer 2022. Meeting took place in October 2022 with GLA and Enfield Planning. The Authority received some letters from golfers and local MPs regarding the potential closure of the golf course if The Wave project should proceed and has responded accordingly. Most recent letter received January 2023. Update meeting with The Wave in February to establish the progress of the project. Current Exclusivity Agreement expires in April 2023.	The Wave secured funding for the project and currently have their project team in place progressing the work required for the planning application process. The Wave commenced with initial public consultation in the summer. The Authority has received some letters from golfers and local MPs regarding the potential closure of the golf course if The Wave project should proceed and has responded accordingly.
SR10	Implications of Implementing Land & Property Strategy																		
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	Langley and Mile - Disposal of the site completed on 11th January 2023 and Capital receipt in hand.	Langley and Mile - marketing concluded and Member approval received for dispose. Currently in solicitors hands.
SR11	Impact of Brexit on Authority																		
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	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 needs ongoing monitoring particularly in relation to finances, future strategic investments, and 3rd party contracts

1548

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Score 45-81 High Risk
Score 18-42 Moderate risk
Score 1- 16 Low risk