

**COVID-19 PANDEMIC SUB RISK REGISTER AS AT 24 JUNE 2021**

Risk ID	Risk Name	Inherent Risk Score					Residual Risk Score					Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Comments 24/06/2021	Comments 25/02/2021			
		Critical Success Factor	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 Covid-19 Health & Safety legislation	B	CD	9	6	54	Red	Health and Safety management H&S manual (procedures) regularly reviewed by RDHS who monitor up and coming legislation. Risk Reduction Plan revised to meet legislation. Staff are being trained corporately through eLearning and locally for venue/site specific needs	RD/SMT 1/4ly Reports RD Monthly Audits M Quarterly Report	6	2	12	Green	<>	Tolerate	Pandemic Procedure & H&S Pandemic Risk Reduction Plans delivered.	Executive Quarterly Monitoring	CD (S&L)	Facility Covid compliance tracker updated regularly with oversight team meetings constantly reviewing position of restrictions including tier system and national lockdowns. H&S audits currently taking place and review of Covid processes being undertaken on a site by site basis. Decisions on re-opening facilities have been undertaken after review by the Covid oversight team and in compliance with government restrictions imposed at the time. The group are also pro-actively monitoring the sites and their associated performance against budgets / business plans.	Facility Covid compliance tracker updated regularly with oversight team meetings constantly reviewing position of restrictions including tier system and national lockdowns. H&S audits currently taking place and review of Covid processes being undertaken on a site by site basis. Decisions on re-opening facilities will be undertaken after review by the Covid oversight team and in compliance with government restrictions imposed at the time.
<b>SR2</b>	<b>Contractual</b>																			
SR2.1	Contractors, Governing Bodies not delivering agreed objectives/contract due to limitations imposed by Covid-19 legislation	B	HoF	7	6	42	Yellow	Review of all current contracts control processes by a responsible officer. Delivery monitored by Director/Head of Service and monitoring Quarterly Performance Reports to Executive & Scrutiny Committees	M Exec Monthly M Scrutiny 1/4ly	7	4	28	Yellow	<>	Tolerate	Quarterly Contract monitoring.	Executive Quarterly Monitoring	CD (S&L)	Due to the new COVID -19 restrictions, the commencement of the new LSC contract has been delayed to the 1st April 2022 which has been communicated to GLL and officers will return to Members in due course. Covid testing site to remain in situ until Dec 2021 after negotiations completed. GM contractor has updated procedures and risk assessments to factor in lack of public compliance with restrictions.	Due to the new COVID -19 restrictions, the commencement of the new LSC contract has been delayed to the 1st October 2021 with a decision on this date being required by June 1st 2021. Covid testing site to remain in situ until Dec 2021 after negotiations completed. GM contractor has updated procedures and risk assessments to factor in lack of public compliance with restrictions.
SR2.2	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	B	CD	9	5	45	Red	Advice and support from APMD plus external contractors. Ensure that Contractors apply correct social distancing when attending facilities Facilities to remain mothballed until allowed to re-open	APMD Monthly Inspections	6	2	12	Green	>	Treat	Ongoing Monitoring	Monthly Inspections & Review. MPG's checked monthly for completion	HoA	Statutory checks being undertaken by site staff and MPG guides under review to ensure all necessary checks complied with.	Statutory checks being undertaken by site staff and MPG guides under review to ensure all necessary checks complied with.
<b>SR 3</b>	<b>Resources</b>																			
SR3.1	Inadequate I.T. Infrastructure/ Systems/Data support due to staff shortages imposed by furlough process	B	CD	8	6	48	Red	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	7	5	35	Yellow	>	Treat	Review for furlough process Review for changes in government legislation	Monthly review	HoIT	Important that Key IT staff are kept off of Furlough, especially as venues start to re-open	Key IT support staff not on Furlough and is recommended that this remains the case. Furlough list of other staff reviewed every month to ensure business needs are met
SR3.2	The Authority have insufficient staff at all levels available to respond to business demands due to furloughing staff	In/Is	CEO	8	8	64	Red	Review of business needs Agreement on continuity requirements with HoS's Devolvement of Duties to upper echelons Internal/External communications	M Exec Monthly SMT Weekly Meeting Minutes	6	3	18	Yellow	>	Treat	Ongoing Monitoring Review of business performance	On-going	CEO/ CD	Furlough scheme extended to end September 2021. Staff continue to work from home as required and facilities now opening where possible with the relaxation of lockdown, with staff returning from furlough when business case allows and in line with the Authority's three COVID principles. Furlough list reviewed every month to ensure business needs can be met.	Furlough scheme extended to end April 2021. Staff continue to work from home as required and management of facilities continue with skeleton staffing in place. Review of tiered restrictions/lockdown continue to allow facilities to open when possible with staff to return from furlough when business case allows and in line with the Authority's three COVID principles. Furlough list reviewed every month to ensure business needs can be met.
SR3.3	The Authority have insufficient staff at all levels due to impact of 'long Covid' resulting in staff being unable to perform duties or on long term sickness	In/Is	CEO	9	8	72	Red	Review of business needs Agreement on continuity requirements with HoS's Devolvement of Duties to upper echelons Internal/External communications <b>Sickness absence procedure</b> <b>Occupational health support</b>	M Exec Monthly SMT Weekly Meeting Minutes	6	3	18	Yellow	>	Treat	Ongoing Monitoring Review of business performance	On-going	HoHR	Any staff suffering from long Covid would be supported by occupational health for advice on how and when they could return to work. We would work with them on phased returns, reduced hours, adapted duties etc. The employee assistance programme is also available to support staff with the mental health side of long Covid. This would be managed through the Authority's sickness absence procedure. Keep up to date with government guidance on this area and ACAS and NJC advice.	Any staff suffering from long Covid would be supported by occupational health for advice on how and when they could return to work. We would work with them on phased returns, reduced hours, adapted duties etc. The employee assistance programme is also available to support staff with the mental health side of long Covid. This would be managed through the Authority's sickness absence procedure.
<b>SR 4</b>	<b>Financial Management</b>																			
SR4.1	Financial Risks of over/under spent budget through non-achievement of income targets due to closures imposed by Covid-19 pandemic. Insufficient Resources to meet objectives while using financial reserves		HoF	9	9	81	Red	Emergency Budget monitoring reports Authority monitoring Meetings Emergency Budget Review 2020/21 completed Medium Term Financial Plan updated E3-4m Minimum Reserves Policy reviewed Statutory Power to Levy Emergency Budget Review 2020/21	M Exec 1/4ly M Authority Annual Budget SMT Monthly & 1/4ly Reports	9	8	72	Red	<	Treat	Ongoing Monitoring	Executive Quarterly Monitoring	HoF	Ongoing. Medium Term Financial Plan updated to reflect outturn for 2020/21, and prudent budget set for 2021/22 financial year. Ongoing monitoring of income and expenditure, reflected in venue re-opening programme.	Ongoing. Medium Term Financial Plan considered impact of 2020/21 on reserves and need to rebuild and create resilience going forward. Continued monitoring of Income & Expenditure. Awaiting confirmation of continuation of Business Rates relief and Government furlough scheme as assess potential impact in coming year.
<b>SR5</b>	<b>Governance &amp; Leadership</b>																			
SR5.1	Impact on the Authority's powers to raise the Levy and resistance from all constituent councils with changes caused by Covid-19 pandemic on their budgets		CEO	9	7	63	Red	Stakeholder engagement Clear Budget/Levy Direction Review of Emergency Budget to reduce expenditure Funded Financial Plan Statutory Levy Raising Powers Monitoring of Legislation	SMT Weekly Meeting Minutes LA as needed	9	1	9	Green	<>	Tolerate	Set out 2020-2030 Vision Communicate Emergency budget to stakeholders as required	Executive Quarterly Monitoring	CEO	The next medium term business plan and vision has been deferred and will be developed during 2021/22. A one year business plan 'Recovery and Rebuilding' for 2021/22 is currently being developed.	The next medium term business plan and vision has been deferred and will be developed during 2021/22. A one year business plan 'Recovery and Rebuilding' for 2021/22 is currently being developed.
<b>SR6</b>	<b>Reputation/Communication</b>																			
SR6.1	Impact on Authority's reputation due to service failure caused by Covid-19 pandemic, damaged stakeholder and/or contractor relationships.		HoC	8	6	48	Red	Managed via social media, web and digital updates Media relations Internal communications 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	Yellow	>	Treat	Social media, digital communications, web updates and media relations proactively explaining our position as a result of new Government announcements on Covid19 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	Largely as per last update: Strict prioritisation of Comms work to tie in with recovery plan, with venue comms needs and opportunities as they reopen and focus on revenue generating areas, especially LVVWC, LVVP, LVAC and campsites, and providing support to open spaces to deal with ASB. Regular staff communications : e.g. email, virtual all staff briefings, surveys, WhatsApp groups to both furloughed and non-furloughed staff. Rapid reaction to Gov't announcements and rewriting of comms messages, strong comms around safety to encourage visitors to return. Close liaison with other major London parks	As per last update: Strict prioritisation of Comms work to tie in with recovery plan, venues as they reopen and focus on revenue generating areas, especially LVVWC and campsites, and providing support to open spaces to deal with ASB. Regular staff communications : e.g. email, virtual all staff briefings, surveys, WhatsApp groups to both furloughed and non-furloughed staff. Rapid reaction to Gov't announcements and rewriting of comms messages, strong comms around safety to encourage visitors to return. Close liaison with other major London parks

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<b>SR7 Business Continuity</b>																		
SR7.1	Inadequate pandemic management processes in place park wide following major international viral outbreak		CEO	9	7	49		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	7	5	35	>	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	Sub Risk Register revised and updated with <b>Pandemic Viral or Infectious Disease Planning procedure</b> in process of revision with learning from current situation used to update procedure.	Sub Risk Register revised and updated with Pandemic Procedure in process of revision with learning from current situation used to update procedure.
<b>SR8 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)	Im/ In	DCEO	9	9	81		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	On-going monitoring in line with Land Contamination Strategy and Policy Statement.	On-going monitoring in line with Land Contamination Strategy and Policy Statement.
<b>SR9 Major Business Developments</b>																		
SR9.1	Picketts Lock Development Failure in Strategic Risks 1-8 above in the development of the Picketts Lock project caused by impact of Covid-19 restrictions		CEO	8	8	64		Legal Advice HM Gov Restrictions managed Prudential Code Feasibility Studies Existing PR/Comms Feasibility budget Working with LB Enfield 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	8	7	56	>	Treat Moderation of Covid-19 restrictions Planning Approval Business Plan Design Team Continued engagement with stakeholders, users and local community	Executive Quarterly Monitoring	CEO/ CD	Discussions have restarted with the prospective developer, The Wave (TW) and the planning authority, LB Enfield (LBE). TW is reassessing its business model for the scheme and officers are inputting to this exercise. It is hoped that a way forward with a revised programme will be determined by Sept/Oct 2021.	Meetings are due to commence again with the developer to include further engagement with LBE. A review of the timetable for delivery will be undertaken.
SR9.2	Leisure Services Contract Retender Failure in Strategic Risks 1-8 above in the retender of the Leisure Services Contract due to impact of Covid-19 restrictions and potential Legal Challenge from winning bidder on removal of restrictions		CEO	9	7	63		Legal Advice Procurement Regulations Medium Term Financial Plan Existing PR/Comms Market Engagement & Specification Tender Exercise Completed	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 Tender Evaluation Award of Contract Agreements with winning contractor on contract commencement	Executive Quarterly Monitoring	CEO/ CD	Contract commencement date delayed by new COVID-19 restrictions. Contractor is still keen to proceed with the LSC on the revised commencement date of April 1st 2022. In light of the impact of the lockdown in 2020/21 officers are carrying out a fresh due diligence of GLL to ensure that they are sufficiently fit and robust to deliver the LSC. Officers will report to the Exec Committee in summer/early autumn.	Contract commencement date delayed by new COVID-19 restrictions. Contractor still eager to commence when possible, Commencement delayed until October 1st 2021 with a decision required by June 1st 2021.

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

- > Progress in a positive direction i.e. reducing the risk
- < Progress is negative and risk is getting worse.
- <> Progress static subject to actions or as risk is "tolerated"