

RISK REGISTER 2021/22

Presented by the Corporate Director

EXECUTIVE SUMMARY

Members of the Audit Committee review the Risk Register for progress against existing actions and to ensure that the Risk Register remains relevant to deal with the corporate risks facing the organisation.

The risk management strategy and corporate risk register assists Members in their consideration and approval of the Annual Governance Statement as a key part of the financial statements. A robust risk management framework and register is one key element of the Annual Governance Statement and a source of assurance for Members in approving this statement year on year as part of the published accounts.

The Risk Register is a dynamic document which is revised regularly with input from all areas of the Authority to factor in any changes to risks. An example of this is that the Corporate Risk Register, submitted to the Audit Committee at the September meeting, has subsequently had the risks of both the rapidly increasing energy costs and the changes in National Insurance rates added, which will change the notional score.

RECOMMENDATION

Members Note: (1) the Corporate Risk Register and associated sub-registers as set out in Annex A to this report (paper AUD/123/21).

BACKGROUND

- 1 The current Corporate Risk Register and sub-registers are reviewed by officers, Senior Management Team and Members on an on-going basis and signed off at each Audit Committee.
- 2 Risk management is one of the key internal controls for an organisation and is not solely a focus on the finances of the Authority. The scope of internal control spans the whole range of the Authority's activities ensuring that any risks are listed and suitable controls are put in place to moderate the risks where possible.
- 3 Where specific risks require more in-depth consideration, sub-registers are created to monitor those risks, with separate working groups to give greater detail and management emphasis in managing the relevant risks and actions.

- 4 The Risk Register lists the current risks, indicating what area each risk sits within, the lead officer, the inherent risks i.e. the level of risk with existing controls and the residual risk, which is the lower level of risk once controls are put in place.
- 5 Risks are currently assessed using a 1-9 scale on the basis of a range of criteria for impact and likelihood, both for inherent and residual risk.
- 6 At the Audit Committee on 23 September 2021 (Paper AUD/123/21) officers incorporated approved Member revisions, reviewed the register, considered potential new risks and updated the scoring.
- 7 A verbal update was presented at Committee to advise Members regarding progress of the risk registers and any significant changes to risks. Members were advised that the Risk Register and any sub-registers were dynamic documents, subject to change and that officers were continually monitoring any risks likely to affect the Authority.
- 8 At the meeting on 23 September 2021 the Audit Committee Chairman requested that a Risk Management Workshop be added to the calendar for Members of the Audit Committee as the last Risk Management Workshop was held on 7 June 2018. This new Workshop, to which any Members of the Authority will be welcome to attend, will be placed on the programmed early in the new year.

IMPLICATIONS

- 9 Any environmental, financial, human resource, legal, risk management and equality implications arising directly from the recommendations in this report are detailed in Annex A to this report (Paper AUD/123/21).

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PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/123/21	Risk Register 2020/21	23 September 2021
Audit Committee	AUD/118/21	Risk Register 2020/21	24 June 2021
Audit Committee	AUD/116/21	Risk Register 2020/21	25 February 2021
Audit Committee	AUD/113/20	Risk Register 2020/21	22 October 2020
Audit Committee	AUD/111/20	Risk Register 2020/21	25 June 2020
Executive Committee	E/674/20	Emergency Budget 2020/21	21 May 2020
Audit Committee	AUD/106/20	Risk Register 2019/20	27 February 2020
Audit Committee	AUD/104/19	Risk Register 2019/20	19 September 2019
Audit Committee	AUD/101/19	Risk Register 2019/20	20 June 2019
Audit Committee	AUD/97/19	Risk Register 2018/19	14 February 2019

ANNEX ATTACHED

Annex A Paper AUD/123/21

 <p>LEE VALLEY REGIONAL PARK AUTHORITY</p> <p>AUDIT COMMITTEE</p> <p>23 SEPTEMBER 2021 AT 13:00</p>	<p><u>Agenda Item No:</u></p> <p><u>Report No:</u></p> <p>AUD/123/21</p>
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RISK REGISTER 2021/22

Presented by the Corporate Director (S&L)

SUMMARY

At each Audit Committee Members review the Risk Register for progress against existing actions and to ensure that the Risk Register remains relevant to deal with the corporate risks facing the organisation.

At the Audit Committee in June 2018 (Paper AUD/90/18) Members approved the updated risk management strategy and corporate risk register following the Risk Management Workshop held on 7 June 2018. This workshop analysed and reviewed the risk management strategy and corporate risk register in detail to ensure that this committee could proactively input into, manage and monitor the register going forward with up to date risks identified that are relevant to the Authority's business over the coming years.

The risk management strategy and corporate risk register assists Members in their consideration and approval of the Annual Governance Statement as a key part of the financial statements. A robust risk management framework and register is one key element of the Annual Governance Statement and a source of assurance for Members in approving this statement year on year as part of the published accounts.

RECOMMENDATION

Members Approve (1) the Corporate Risk Register included at Appendix A and the sub-registers at Appendices B and C of this report.

BACKGROUND

- 1 Risk management is one of the key internal controls for an organisation. Members need to ensure that a sound system of internal control is maintained and an annual review of the effectiveness of the system of internal control is conducted to provide sufficient, relevant and reliable assurance to enable them to authorise the signing of the Authority's Annual Governance Statement (AGS) (which is published with the financial statements).
- 2 Regulation 3 of the Accounts and Audit Regulations 2015 requires that:

"A relevant authority must ensure that it has a sound system of internal control which -

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;**
- (b) ensures that the financial and operational management of the authority is effective; and**
- (c) includes effective arrangements for the management of risk."**

In this context "relevant authority" is referring to the Lee Valley Regional Park Authority.

- 3 Each financial year the relevant authority must –**
 - (a) conduct a review of the effectiveness of the system of internal control required by regulation 3; and**
 - (b) prepare an annual governance statement - This statement must be published together with the statement of accounts and the narrative statement in accordance with Regulation 10.**
- 4 Assurance of the Authority's internal control system is derived through the work of the internal audit function (undertaken by Mazars for the Authority); and also through the monitoring of processes put in place by management and other external bodies including those around risk management and health & safety. This provides evidence which allows the Authority to form conclusions on the adequacy and effectiveness of the systems of internal control and also on the efficiency of operations.**
- 5 Risk management is not solely a focus on the finances of the Authority. The scope of internal control spans the whole range of the Authority's activities and includes those controls designed to ensure:**
 - the Authority's policies are put into practice;**
 - the organisation's values are met;**
 - laws and regulations are complied with;**
 - required processes are adhered to;**
 - financial statements and other published information are accurate and reliable; and**
 - human, financial and other resources are managed efficiently and effectively.**
- 6 The Authority approved a Risk Management Framework in April 2005 (Paper A/3798/05). The Risk Management Framework and more specifically, the Risk Register was developed by Members and senior officers under the guidance of the internal auditors through a number of workshops and meetings. Members have regularly reviewed the register at each Audit Committee, adding in their own comments and improvements.**
- 7 Since this time Members have consistently (and in depth) reviewed the Corporate Risk Register and revised the strategy, format, and content. The strategy has been revised and updated twice since 2005 at the Audit Committee (May 2010, Paper AUD/06/10 and June 2012 Paper AUD/30/12). The strategy has been reviewed again by officers and Members as part of the Risk Management Workshop and was formally approved by the Audit Committee in June 2018 (Paper AUD/90/18).**

REVIEW OF THE STRATEGIC RISK REGISTER

- 8 The current Strategic Risk Register is reviewed by officers and Members on an on-going basis and signed off at each Audit Committee.
- 9 Members last considered the risk register at the Audit Committee in June 2021 (Paper AUD/118/21).
- 10 Since the June Committee officers have incorporated approved Member revisions, reviewed the register, considered potential new risks and the scoring. This includes the risk sub register that was considered and agreed by the Leisure Services Contract (LSC) Working Group to give greater detail and management emphasis to managing the risks and actions in relation to the LSC Contract Retender (Strategic Risk SR9). This is attached as Appendix B to this report. Further impacts of the Covid-19 pandemic had been included within the current Risk Register but a sub risk register was populated to specifically review these impacts and has been updated to reflect changes to restrictions that have been in place. This is attached as Appendix C to this report.

The table below sets out the movement in managing the residual risks and sets out a summary of the total notional score.

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Risk	Residual Risks 27 February 2020	Residual Risks 25 June 2020	Residual Risks 22 October 2020	Residual Risks 25 February 2021	Residual Risks 24 June 2021	Residual Risks 23 September 2021
	3	5	5	4	3	2
	7	7	7	10	10	12
	9	8	8	8	9	9
Total Risks	19	20	20	22	22	23
Notional Score	478	599	581	602	566	547

- 12 The key point to note since the last review of the Authority Strategic Risk Register is the overall decrease in the corporate risk register residual notional score. In addition, several of the original inherent risks have shown a reduction and additional risks that had been added to the risk register as a result of the current Covid-19 situation have shown an improvement, with the reduction of restrictions imposed by the Government and the reopening of venues.
- 13 The operational and financial risks from the LSC Contract Retender (SR9) have decreased after the withdrawal of the legal challenge from Lee Valley Leisure Trust Ltd and continuing satisfactory progress with Greenwich Leisure Ltd towards the contract initiation with a paper to go to Members in October. This is also reflected within the LSC sub register where some of the individual risks are showing an improvement. Although some uncertainty still exists as a result of the Covid-19 situation which resulted in a further delay, currently to April 2022, to the commencement of the LSC contract, the contract negotiations are now at a final stage.
- 14 Decisions taken to mitigate these risks have been approved by full Authority and monitoring of these risks is taking place at each Executive Committee, Senior Management and officer level.

- 15 A verbal update will be presented at Committee to advise Members regarding progress of the LSC sub register. There are still continued financial and operational risks caused by the Covid-19 pandemic and its effects on the Authority's business and flow of income. Changes to the register are in red font to indicate changes since the last Audit Committee risk register paper and the changes due to risks within SR9 and the sub-registers are also highlighted red.

ENVIRONMENTAL IMPLICATIONS

- 16 There are no environmental implications arising directly from the recommendations in this report.

EQUALITY IMPLICATIONS

- 17 There are no equality implications arising directly from the recommendations in this report.

FINANCIAL IMPLICATIONS

- 18 Revision of the Strategic Risk Register is a key element of this Authority's system of internal control that contributes to safeguarding the assets of the Authority and its reputation for sound financial management of public funds. This is reflected in the Authority's Annual Governance Statement published within the annual accounts and approved by this Committee.
- 19 Where actions require additional resources these will be identified and approved through the normal budget setting/service planning and management processes in accordance with Financial Regulations.

HUMAN RESOURCE IMPLICATIONS

- 20 The additional human resource implications arising directly from this report have been outlined within the sub risk register actions and can be met from existing employee resources.

LEGAL IMPLICATIONS

- 21 There are no legal implications arising directly from the recommendations in this report.

RISK MANAGEMENT IMPLICATIONS

- 22 These are dealt with through the main body of the report and through the revised register. Covid-19; the Ice Centre; the Picketts Lock Development; the Leisure Services Contract retender projects; and the implementation of the Land & Property Strategy are recognised as the highest corporate risks facing the organisation. Continuing mitigation against these identified risks is demonstrated by the proposed actions in the Strategic Risk Register as set out in Appendix A to this report and primarily through implementing and delivering a Corporate Work Programme for 2021/22 followed by a revised approved Business Plan. In addition, the Authority will review the updated National Risk Register (2020) to consider any relevant implications that could impact on the business of the Authority as a whole.

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BACKGROUND REPORTS

Lee Valley Regional Park Authority Risk Management Strategy June 2018

PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/118/21	Risk Register 2020/21	24 June 2021
Audit Committee	AUD/116/21	Risk Register 2020/21	25 February 2021
Audit Committee	AUD/113/20	Risk Register 2020/21	22 October 2020
Audit Committee	AUD/111/20	Risk Register 2020/21	25 June 2020
Executive Committee	E/674/20	Emergency Budget 2020/21	21 May 2020
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Audit Committee	AUD/104/19	Risk Register 2019/20	19 September 2019
Audit Committee	AUD/101/19	Risk Register 2019/20	20 June 2019
Audit Committee	AUD/97/19	Risk Register 2018/19	14 February 2019
Audit Committee	AUD/94/18	Risk Register 2018/19	20 September 2018
Audit Committee	AUD/90/18	Risk Register 2018/19	21 June 2018
Risk Workshop			07 June 2018

APPENDICES ATTACHED

Appendix A	2021/22 Corporate Risk Register – Authority
Appendix B	2021/22 Sub Register LSC retender (SR9)
Appendix C	2021/22 Sub Register Covid 19 Pandemic
Appendix D	Risk Scoring Criteria (extract from the approved risk management strategy (June 2018))

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Risk ID	Risk Description	Impact	Probability	Score	Frequency	Current Status	Responsible Party	Key Actions	Start Date	End Date	Progress	Notes	
SRL1	Failure to comply with the 1956 Act and other company requirements.	Medium	High	56	6	On Track	GA - Annual Audit Letter IA Audit Plan Weekly Meeting M Dec Monthly	Provision of Legal Services Annual Governance Statement Part A of AFR forms covered by Indemnity for new staff.	6	1	6	On Track	On-going in most areas. Indemnity will be undertaken on 28 September 2021. GA to consider factors relating to our audit and the impact of the 1956 Act on our audit. IA to consider factors relating to our audit and the impact of the 1956 Act on our audit. M Dec Monthly will be completed and all staff have returned to work.
SRL2	Failure to comply with health & safety legislation	Medium	High	54	7	On Track	HS&S 24/25 HS&S 24/25 HS&S 24/25	HS&S 24/25 HS&S 24/25 HS&S 24/25	7	1	24	On Track	Annual HS&S 24/25 plan has been developed and all staff have returned to work. HS&S 24/25 plan has been developed and all staff have returned to work.
SRL3	Failure to comply with the 1956 Act and other company requirements.	Medium	High	56	6	On Track	GA - Annual Audit Letter IA Audit Plan Weekly Meeting M Dec Monthly	Provision of Legal Services Annual Governance Statement Part A of AFR forms covered by Indemnity for new staff.	6	1	6	On Track	On-going in most areas. Indemnity will be undertaken on 28 September 2021. GA to consider factors relating to our audit and the impact of the 1956 Act on our audit. IA to consider factors relating to our audit and the impact of the 1956 Act on our audit. M Dec Monthly will be completed and all staff have returned to work.
SRL4	Failure to comply with health & safety legislation	Medium	High	54	7	On Track	HS&S 24/25 HS&S 24/25 HS&S 24/25	HS&S 24/25 HS&S 24/25 HS&S 24/25	7	1	24	On Track	Annual HS&S 24/25 plan has been developed and all staff have returned to work. HS&S 24/25 plan has been developed and all staff have returned to work.
SRL5	Failure to comply with the 1956 Act and other company requirements.	Medium	High	56	6	On Track	GA - Annual Audit Letter IA Audit Plan Weekly Meeting M Dec Monthly	Provision of Legal Services Annual Governance Statement Part A of AFR forms covered by Indemnity for new staff.	6	1	6	On Track	On-going in most areas. Indemnity will be undertaken on 28 September 2021. GA to consider factors relating to our audit and the impact of the 1956 Act on our audit. IA to consider factors relating to our audit and the impact of the 1956 Act on our audit. M Dec Monthly will be completed and all staff have returned to work.
SRL6	Failure to comply with health & safety legislation	Medium	High	54	7	On Track	HS&S 24/25 HS&S 24/25 HS&S 24/25	HS&S 24/25 HS&S 24/25 HS&S 24/25	7	1	24	On Track	Annual HS&S 24/25 plan has been developed and all staff have returned to work. HS&S 24/25 plan has been developed and all staff have returned to work.
SRL7	Failure to comply with the 1956 Act and other company requirements.	Medium	High	56	6	On Track	GA - Annual Audit Letter IA Audit Plan Weekly Meeting M Dec Monthly	Provision of Legal Services Annual Governance Statement Part A of AFR forms covered by Indemnity for new staff.	6	1	6	On Track	On-going in most areas. Indemnity will be undertaken on 28 September 2021. GA to consider factors relating to our audit and the impact of the 1956 Act on our audit. IA to consider factors relating to our audit and the impact of the 1956 Act on our audit. M Dec Monthly will be completed and all staff have returned to work.
SRL8	Failure to comply with health & safety legislation	Medium	High	54	7	On Track	HS&S 24/25 HS&S 24/25 HS&S 24/25	HS&S 24/25 HS&S 24/25 HS&S 24/25	7	1	24	On Track	Annual HS&S 24/25 plan has been developed and all staff have returned to work. HS&S 24/25 plan has been developed and all staff have returned to work.
SRL9	Failure to comply with the 1956 Act and other company requirements.	Medium	High	56	6	On Track	GA - Annual Audit Letter IA Audit Plan Weekly Meeting M Dec Monthly	Provision of Legal Services Annual Governance Statement Part A of AFR forms covered by Indemnity for new staff.	6	1	6	On Track	On-going in most areas. Indemnity will be undertaken on 28 September 2021. GA to consider factors relating to our audit and the impact of the 1956 Act on our audit. IA to consider factors relating to our audit and the impact of the 1956 Act on our audit. M Dec Monthly will be completed and all staff have returned to work.
SRL10	Failure to comply with health & safety legislation	Medium	High	54	7	On Track	HS&S 24/25 HS&S 24/25 HS&S 24/25	HS&S 24/25 HS&S 24/25 HS&S 24/25	7	1	24	On Track	Annual HS&S 24/25 plan has been developed and all staff have returned to work. HS&S 24/25 plan has been developed and all staff have returned to work.

Ref	Description	Strategic Area	Impact	Priority	Current Status	Next Steps	Responsible Party	Timeline	Dependencies	Notes
1871	Members of business community... Transparency, Planning, Business Outlook Business Recovery, Transition.	Community	High	High	2	4	2	2	2	Members of business community... Transparency, Planning, Business Outlook Business Recovery, Transition.
1872	Members of business community... Business Recovery, Transition.	Community	High	High	3	6	7	6	3	Members of business community... Business Recovery, Transition.
1873	Members of business community... Business Recovery, Transition.	Community	High	High	4	7	8	7	4	Members of business community... Business Recovery, Transition.
1874	Members of business community... Business Recovery, Transition.	Community	High	High	5	8	9	8	5	Members of business community... Business Recovery, Transition.
1875	Members of business community... Business Recovery, Transition.	Community	High	High	6	9	10	9	6	Members of business community... Business Recovery, Transition.
1876	Members of business community... Business Recovery, Transition.	Community	High	High	7	10	11	10	7	Members of business community... Business Recovery, Transition.
1877	Members of business community... Business Recovery, Transition.	Community	High	High	8	11	12	11	8	Members of business community... Business Recovery, Transition.
1878	Members of business community... Business Recovery, Transition.	Community	High	High	9	12	13	12	9	Members of business community... Business Recovery, Transition.
1879	Members of business community... Business Recovery, Transition.	Community	High	High	10	13	14	13	10	Members of business community... Business Recovery, Transition.
1880	Members of business community... Business Recovery, Transition.	Community	High	High	11	14	15	14	11	Members of business community... Business Recovery, Transition.
1881	Members of business community... Business Recovery, Transition.	Community	High	High	12	15	16	15	12	Members of business community... Business Recovery, Transition.
1882	Members of business community... Business Recovery, Transition.	Community	High	High	13	16	17	16	13	Members of business community... Business Recovery, Transition.
1883	Members of business community... Business Recovery, Transition.	Community	High	High	14	17	18	17	14	Members of business community... Business Recovery, Transition.
1884	Members of business community... Business Recovery, Transition.	Community	High	High	15	18	19	18	15	Members of business community... Business Recovery, Transition.
1885	Members of business community... Business Recovery, Transition.	Community	High	High	16	19	20	19	16	Members of business community... Business Recovery, Transition.
1886	Members of business community... Business Recovery, Transition.	Community	High	High	17	20	21	20	17	Members of business community... Business Recovery, Transition.
1887	Members of business community... Business Recovery, Transition.	Community	High	High	18	21	22	21	18	Members of business community... Business Recovery, Transition.
1888	Members of business community... Business Recovery, Transition.	Community	High	High	19	22	23	22	19	Members of business community... Business Recovery, Transition.
1889	Members of business community... Business Recovery, Transition.	Community	High	High	20	23	24	23	20	Members of business community... Business Recovery, Transition.
1890	Members of business community... Business Recovery, Transition.	Community	High	High	21	24	25	24	21	Members of business community... Business Recovery, Transition.
1891	Members of business community... Business Recovery, Transition.	Community	High	High	22	25	26	25	22	Members of business community... Business Recovery, Transition.
1892	Members of business community... Business Recovery, Transition.	Community	High	High	23	26	27	26	23	Members of business community... Business Recovery, Transition.
1893	Members of business community... Business Recovery, Transition.	Community	High	High	24	27	28	27	24	Members of business community... Business Recovery, Transition.
1894	Members of business community... Business Recovery, Transition.	Community	High	High	25	28	29	28	25	Members of business community... Business Recovery, Transition.
1895	Members of business community... Business Recovery, Transition.	Community	High	High	26	29	30	29	26	Members of business community... Business Recovery, Transition.
1896	Members of business community... Business Recovery, Transition.	Community	High	High	27	30	31	30	27	Members of business community... Business Recovery, Transition.
1897	Members of business community... Business Recovery, Transition.	Community	High	High	28	31	32	31	28	Members of business community... Business Recovery, Transition.
1898	Members of business community... Business Recovery, Transition.	Community	High	High	29	32	33	32	29	Members of business community... Business Recovery, Transition.
1899	Members of business community... Business Recovery, Transition.	Community	High	High	30	33	34	33	30	Members of business community... Business Recovery, Transition.
1900	Members of business community... Business Recovery, Transition.	Community	High	High	31	34	35	34	31	Members of business community... Business Recovery, Transition.

LEISURE SERVICE CONTRACT SUB RISK REGISTER AS AT 23 SEPTEMBER 2021

Risk ID	Risk Description	Impact	Probability	Score	Current Status	Responsible Party	Frequency	Next Review	Notes
SR1.1	Legal Process delayed by legal challenges before November 1st 2020	DCED	7	5	35	<p>Provision of Legal Services</p> <p>Member society through LSC Working Group, Authority & Committee meetings</p> <p>LA In House</p> <p>IA Audit Plan</p> <p>IA Scrutiny 4/July</p> <p>IM Exc Monthly</p> <p>IM LSC Group</p> <p>EC advice</p>	<p>Threat</p> <p>Ongoing monitoring and assessment of procurement at Officer & Member</p> <p>Report on outcome of tendering process</p>	<p>Weekly</p> <p>CD SAL</p>	<p>Preferred Contractor retained and approved by Members. Legal challenges to procurement have been withdrawn. Covid 19 restrictions prevented the contract starting on 24 April 2021 and a revised date of 1st April 2022 is the current expectation. The contract will return to Members in October to request formal procurement date and officers will return to Members by day 2022.</p>
SR1.2	Existing services deteriorate during interim period causing failure to deliver on agreed objectives, contractual requirements or financial targets prior to commencement of new contract	HoF	6	6	36	<p>Delivery monitored by Director/Head of Service and performance monitoring</p> <p>Quarterly Performance Reports to Finance and Support</p> <p>APM/ Annual Inspections</p> <p>PM Monthly Inspections</p> <p>Exc Monthly</p> <p>IM Scrutiny 4/July</p>	<p>Threat</p> <p>Quarterly Contract monitoring</p> <p>Contractor Service Plan</p> <p>IM 2019/20 agreed</p> <p>Ongoing Monitoring</p> <p>Annual/Monthly Meetings</p> <p>Inspections & Reviews</p>	<p>Quarterly</p> <p>CD SAL</p>	<p>Q4 2021/22 tendering report, including LSC review, to go to Executive in October, and tendering process to go to Executive in early 2022 to ensure quality of the service remains at a high level.</p> <p>New LSC commencement date has been delayed due to further COVID-19 restrictions and the target date for commencement is now April 2022. Initial facilities Management meetings had been postponed because of COVID-19, but these recommenced June 2021. New Management meetings will recommence June 2021. New Management meetings will recommence June 2021. New Management meetings will recommence June 2021. New Management meetings will recommence June 2021.</p>
SR1.3	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	DCED	9	4	36	<p>Reports to Exc:</p> <p>Financial/Legal/Health implications fully approved.</p> <p>Financial Approval of Authority IT assets</p> <p>New Usage Cookies</p> <p>Edging IT Infrastructure Budget</p> <p>Internal/External communications</p> <p>Recruitment Process</p>	<p>Threat</p> <p>Review for Procurement process</p> <p>Review for new Contract post 2020</p>	<p>31/03/2020</p> <p>CD/ HoF</p>	<p>New contractor should have resources and hardware available to deliver services and software licenses. Contractor should be working on LSC hardware, but Contractor will need to arrange their own software licenses.</p> <p>Contractor will need to arrange their own software licenses.</p> <p>Staff need time to be trained on new systems.</p> <p>GL have confirmed that they will not be using Clery working system</p>
SR2	Inadequate resourcing levels during potential extended interim period.	DCED	6	5	30	<p>Internal/External communications</p> <p>Recruitment Process</p>	<p>Tolerable</p> <p>Budget</p> <p>Consideration to further recruitment from existing contractor</p> <p>Consideration of staff redeployment</p>	<p>31/03/2021</p> <p>HoHR</p>	<p>Member society have been required to secure additional resources or redeploy existing resources to cover the LSC contract before commencement date.</p> <p>Regular officer meetings where resources are discussed and taken to SMT if necessary.</p> <p>LA Chair is being asked to join LSC interim working group.</p>
SR3.1	Financial Risks of failure to enter into contract by 1st April 2021, and Authority to continue operational control of venues.	HoF	9	6	54	<p>Authority monitoring meetings</p> <p>Joint Board Meetings</p> <p>60m Minutes Business Policy</p> <p>Statutory Power to Levy</p>	<p>Threat</p> <p>Budget Review & MTFP</p> <p>Explore the setting up of a separate trust</p> <p>Explore options for relief relief in Authority operation</p>	<p>31/03/2020</p> <p>CD SAL</p>	<p>Members approved the temporary transfer back to lease of the venue due to the legal challenge and until the case can be resolved. The LSC contract can be entered into with GL with a revised start date of April 2022. The LSC contract will be entered into with GL with a revised start date of April 2022. The LSC contract will be entered into with GL with a revised start date of April 2022. The LSC contract will be entered into with GL with a revised start date of April 2022.</p>
SR3.2	Contractor fails to provide the governance structure and leadership to deliver the statutory, financial and best practice requirements of the contract.	DCED	7	7	49	<p>Authority/Contractor SMT meetings</p> <p>Joint Chair meetings</p> <p>LSC contract</p> <p>Performance Monitoring</p> <p>Compliance with statutory bodies e.g. EA, Int AUR</p> <p>Charities commission/company law</p>	<p>Threat</p> <p>Review Authority/Contractor SMT meetings</p> <p>LSC Rebuilder</p> <p>Documentation</p> <p>Statutory</p> <p>Performance and due diligence</p>	<p>30/11/2019</p> <p>CEO</p>	<p>Preferred provider retained and approved and needs requirements</p>

LEISURE SERVICE CONTRACT SUB RISK REGISTER AS AT 23 SEPTEMBER 2021

Item	Item Description	Item Category	Item Status	Item Risk	Item Score	Item Weight	Item Total	Item Action	Item Date	Item Status	Item Risk	Item Score	Item Weight	Item Total	Item Action	Item Date	Item Status	Item Risk	Item Score	Item Weight	Item Total
181	181.1 Leisure Services Development Leisure Services Contract Referral Follows Strategic Steps 1-7 above in the remainder of the Leisure Services Contract	CEO	7	7	49			Emergency Action Planning IT Disaster Recovery Plan Business Interruption Insurance Advisory Group (interim) set up for Senior Management Site Data & Mapping, Asset Plans, Joint GLI/Auditor's Training Insurance Policy/Funds General Reserve NBS Audits Support Services Uncovering IT	BA - Annual Audit Letter IA Audit Plan and monitoring VMS SMART Weekly Meeting Minutes EBC Monthly	BA - Annual Audit Letter IA Audit Plan and monitoring VMS SMART Weekly Meeting Minutes EBC Monthly	5	4	20	20	Trust	21/10/2019	CEO	Quantity Monitoring	CD 50L	Activity covered with various items in place with progress and action in progress. Various re-opening commenced in July based on a plan by the business case, with Covid-19 tracker in place to monitor all 1855 and other relevant regulations compliance with. Further changes will continue to assess change to sub-facilities and Covid-19 tracker will be updated as required.	
182	182.1 Leisure Services Development Leisure Services Contract Referral Follows Strategic Steps 1-7 above in the remainder of the Leisure Services Contract	CEO	9	4	36			Legal Advice Procurement Regulations Medium Term Financial Plan Building Provisions External Consultants Member Steering Group Market Engagement Searchlight SMART monitoring	BC Reports SMART Weekly Meeting Minutes EBC Monthly IA Audit Plan IA Working Group IA Audit Plan BA - Annual Audit Letter	BC Reports SMART Weekly Meeting Minutes EBC Monthly IA Audit Plan IA Working Group IA Audit Plan BA - Annual Audit Letter	0	3	24	24	Trust	21/10/2019	CEO	Quantity Monitoring	CD 50L	Business approved the temporary transfer back to leisure of the assets due to the legal challenge and will the way forward can be outlined back. The final contract requirements have progressed with GLI, with a review, which started on April 23 2022. Offices are carrying out a review to ensure that, following the progress of the COVID-19 March and national lockdown restrictions, the target start date has been delayed and a revised contract start date of 1st April 2022 has been confirmed, with a final decision to be made by June 2022.	
183	183.2 Leisure Services Contract Referral Follows Strategic Steps 1-7 above in the remainder of the Leisure Services Contract	CEO	9	2	18			Legal Advice Procurement Regulations External Consultants Member Steering Group Market Engagement Searchlight SMART monitoring	BC Reports SMART Weekly Meeting Minutes EBC Monthly IA Audit Plan IA Working Group IA Audit Plan BA - Annual Audit Letter	BC Reports SMART Weekly Meeting Minutes EBC Monthly IA Audit Plan IA Working Group IA Audit Plan BA - Annual Audit Letter	9	3	27	27	Trust	21/10/2019	CEO	Quantity Monitoring	CD 50L	The professional advice will still be used and will be used to enter into the new contract with the Authority. The COVID-19 restrictions have continued to give some short term uncertainty which has delayed the original revised start date and further updates have been prepared to ensure that the contract start date is in line with the original start date. The contract start date is still uncertain as to when the contract will be awarded to the contractor.	

Score 65-81 High Risk

Risk Appetite

Risks are currently assessed using a 1-9 scale for both impact and likelihood. The Authority's risk appetite is then defined using the scoring matrix below.

Impact	9	9	18	27	36	45	54	63	72	81
	8	8	15	24	32	40	48	56	64	72
	7	7	14	21	28	35	42	49	56	63
	6	6	12	18	24	30	36	42	48	54
	5	5	10	15	20	25	30	35	40	45
	4	4	8	12	16	20	24	28	32	36
	3	3	6	9	12	15	18	21	24	27
	2	2	4	6	8	10	12	14	16	18
	1	1	2	3	4	5	6	7	8	9
		1	2	3	4	5	6	7	8	9
		Likelihood								

Those risks with a residual score in the green zone are generally considered to be managed to an acceptable level and hence limited or no further actions would be expected.

For those risks with a residual score in the amber zone, the exposure is considered to be partially acceptable. Further actions would be needed to lower this into the green zone, although a decision has to be made as to whether this is cost effective, given that resources are constrained.

Those risks with a residual score in the red zone are considered to have an exposure that is at an unacceptable level and hence further actions are needed to lower this.

On some occasions a decision may be made to accept a higher level of residual risk, although this will be subject to ongoing review and consideration at both Senior Management Team and Member level.

Scoring Criteria

Each risk is scored on the basis of the following criteria for impact and likelihood, both for inherent and residual risk. Whilst the assessment remains subjective, these criteria serve as a guide and are used to help ensure consistency in scoring across each of the risks identified.

	Impact	Likelihood
1	No Impact	<1% likely to occur in next 12 months
2	Financial loss up to £1,000 or no impact outside single objective or no adverse publicity	1%-5% likely to occur in next 12 months
3	Financial loss between £1,000 and £10,000 or no impact outside single objective or no adverse publicity	5%-10% likely to occur in next 12 months
4	Financial loss between £10,000 and £25,000 or minor regulatory consequence or some impact on other objectives	10%-20% likely to occur in next 12 months
5	Financial loss between £25,000 and £50,000 or impact on other objectives or local adverse publicity or strong regulatory criticism	20%-30% likely to occur in next 12 months
6	Financial loss between £50,000 to £250,000 or impact on many other processes or local adverse publicity or regulatory sanctions (such as intervention, public interest reports)	30%-40% likely to occur in next 12 months
7	Financial loss between £250,000 to 500,000 or impact on strategic level objectives or national adverse publicity or strong regulatory sanctions	40%-60% likely to occur in next 12 months
8	Financial loss between £500,000 to £1 million or impact at strategic level or national adverse publicity or Central Government take over administration	60%-80% likely to occur in next 12 months
9	Financial loss above £1 million or major impact at strategic level or closure/transfer of business	>80% likely to occur in next 12 months