

**STRATEGIC RISK REGISTER**

**February 2024**

**SR1 Legal**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR1.1	DCEO	DCEO	Failure to comply with the 1966 Park Act, data protection law and other statutory requirements.	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	8	7	56	Red	6	1	6	Green	<=>	Tolerate	Continue Induction Process and monitoring of statutory changes. Review of data protection procedures and arrangements against ICO Accountability Framework to ensure alignment with ICO expectations.	Quarterly
SR1.2	CD	CD (S&L)	Failure to comply with Health & Safety legislation	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 3 yr. ext. review RD Annual Audits M Year Report	9	6	54	Red	7	2	14	Green	<=>	Tolerate	Annual Internal Audit & H&S Audit Plans delivered.	On-going

**SR2 Contractual**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR2.1	HoF	DCEO/ HoF	Agreeing to accept a partners' financial terms and conditions that will place an unacceptable long term liability on the Authority	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	9	4	36	Yellow	8	2	16	Green	<=>	Tolerate	Ongoing resources review for specific projects	Quarterly
SR2.2	CD	CD (S&L)	Contractors, Governing Bodies, or Third Party Operator not delivering agreed objectives/contract	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	7	5	35	Yellow	6	2	12	Green	<=>	Tolerate	Quarterly Contract monitoring.	Executive Quarterly Monitoring
SR2.3	CD	HoA	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	Advice and support APMD plus external contractors. Quality contractors employed for maintenance through procurement (Price Quality ratio applied)	APMD Annual Inspections	9	4	36	Yellow	7	1	7	Green	>	Treat	Ongoing Monitoring	Annual Inspections & Review. MPG Work complete by 31/03/24
SR2.4	CD/HoF	CD (S&L)	Contractor stability affected by external influences or national/International conditions prevailing at the time	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	9	8	72	Red	8	9	72	Red	>	Treat	Quarterly Contract monitoring.	Executive Quarterly Monitoring
SR2.5	CD	CD	Insufficient contractors tendering for contracts	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	4	5	20	Yellow	5	3	15	Green	>	Treat	Review of Procurement process Tender Evaluation Award of Contract	31/03/2024
SR2.6	CD	CD	Major equipment or other failure at one or more venues resulting in temporary/permanent cessation of operations	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	9	6	54	Red	7	3	21	Yellow	>	Treat	Ongoing Monitoring	On-going
SR2.7	CD	CD	Failure of LSC contractor organisation or failure of LSC contractor to deliver as required by contract		SMT Monthly & 1/4ly Reports M Exec 1/4ly M Authority Annual Budget IA Audit Plan	9	8	72	Red	5	4	20	Yellow	>	Treat	Ongoing Monitoring by Authority Continual review of LSC contractor's financial position	On-going
SR2.8	DCEO	HoA	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	Advice and support APMD plus external contractors. Quality contractors 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	9	4	36	Yellow	5	3	15	Green	>	Treat	Ongoing Monitoring Implement pre 2020 condition survey work	Annual/ Monthly Inspections & Review.

**SR3 Resources**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR3.1	HoIT	CD HoIT	I.T. Infrastructure does not meet future business need requirements. Authority requires funding for updating or improving I.T infrastructure	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 - Annual Audit Letter EA	9	4	36	Orange	8	3	24	Orange	>	Treat	Procurement or upgrade Finance system to a SaaS system. Adopt strategy of moving to hosted systems.	31/03/2024
SR3.2	HoIT	CD HoIT	Inadequate I.T. Infrastructure/ Systems/Data for new LSC.	Reports to Exec Financial/Legal/Risk Implications fully appraised. Financial Appraisal of relocation/updates of Authority IT assets New Usage Counters Existing IT Infrastructure Budget	SMT Weekly Meeting Minutes IA Audit Plan EC - LSC Specification	7	5	35	Orange	5	2	10	Green	<=>	Tolerate	Review for Procurement process. Review for new Contract post 2020	31/06/2024
SR3.3	CEO	CEO HoHR	The Authority fails to recruit/retain staff at all levels of the appropriate calibre	Reward & Recognition Training & development framework Management Away Days Staff presentations Internal/External communications Up to date staff handbook Up to date policies Training Fund funding	M Annual Sickness Report M - Policy Reports SMT Annual Training panel	8	8	64	Red	6	6	36	Orange	<=>	Treat	Ongoing Monitoring	On-going

**SR4 Financial Management**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR4.1	HoF	HoF	Financial Risks of over/under spent budget through non-achievement of income targets or inaccurate budget forecasting. Insufficient Resources to meet objectives	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	9	7	63	Red	8	4	32	Orange	>	Treat	Ongoing budget monitoring & review MTFP in September	Executive Quarterly Monitoring
SR4.2	HoF	HoF	Financial Risks of either greatly increased insurance costs or insurers refusal to insure Authority due to increased risks brought on by prevailing conditions	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 Financial Budget 2020/21	M Exec 1/4ly M Authority Annual Budget SMT Monthly & 1/4ly Reports	9	7	63	Red	8	3	24	Orange	>	Treat	Liaison with insurance brokers re level of cover	Executive Quarterly Monitoring
SR4.3	HoF	HoF	Failure of GLL to achieve 90% of income target in Year 1, resulting in renegotiation of Year 2 MF	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 Ext Audit	9	6	54	Red	7	1	7	Green	>	Treat	GLL to provide quarterly financial reports	31/03/2024

**SR5 Governance & Leadership**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR5.1	CEO	CEO	Lack of a clear corporate direction	Authority meetings SMT Business Plan 2016-19 MTFP to 2024 Levy Strategy Land & Property Strategy	M 1/4ly Full Authority Meetings M Exec Committee x 12 M Working Groups SMT Weekly Meeting Minutes	9	7	63	Red	9	2	18	Yellow	<>	Tolerate	Set out 3 year plan 2024/25-26/27	31/03/2024
SR5.2	CEO	CEO	Impact on the Authority's powers to raise the Levy with resistance from many constituent councils.	Stakeholder engagement Clear Budget/Levy Direction Funded Financial Plan Statutory Levy Raising Powers Monitoring of Legislation	SMT Weekly Meeting Minutes LA as needed	9	7	63	Red	9	1	9	Green	<>	Tolerate	Set out 3 year plan 2024/25-26/27	Quarterly Monitoring 31/03/2024
SR5.3	HoF	HoF	Failure for 2021/22 and 2022/23 accounts to have gain audit assurance	External Audit Regulations & Legislation DLUHC Consultation	SMT M Audit Committee E External Auditors	7	7	49	Red	4	6	24	Yellow	>	Treat	Completion of outstanding accounts Publication of draft accounts Engagement with External Auditors	30/09/2024

**SR6 Reputation/Communication**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR6.1	HoC	HoC	Impact on Authority's reputation due to service failure, damaged stakeholder and/or contractor relationships.	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 Percentage KPI	7	5	35	Yellow	6	3	18	Yellow	>	Treat	Regular meetings with Authority business owners and GLL marketing team to plan and coordinate activity	Quarterly Monitoring Report
SR6.2	HoC	HoC	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.	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	8	5	40	Yellow	6	3	18	Yellow	>	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

**SR7 Business Continuity**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions	
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG					
SR7.1	CEO	CD	Inadequate business continuity implementation at any (all) sites following natural disaster, IT failure including Cyber Terrorism, Flooding, Disease Outbreak (animals/humans), Terrorism.	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	6	5	30	Yellow	5	4	20	Yellow	>	Treat/Transfer	Quarterly Monitoring	Audit Recommendations Implemented Further training and testing. LSC Contractor Risk Register - alignment re risk and continuity	
SR7.2	CEO	CEO CD	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	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	9	7	63	Red	6	6	36	Yellow	>	Treat	Executive Quarterly Monitoring	H & S Recommendations, Implemented Training and reviews of financial, legal, leadership protocols Update of communication processes Review of staffing structure to continue business	

**SR8 Environmental Management**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions	
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG					
SR8.1	DCEO	DCEO	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)	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	9	7	63	Red	7	2	14	Green	<=>	Tolerate	Ongoing monitoring	Ongoing Monitoring plus analysis when land sold/purchased or developed	

**SR9 Major Business Developments**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR9.1	CEO	CD (S&L)	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	Legal Advice Prudential Code Feasibility Studies Member Steering Group Existing PR/Comms Feasibility budget Working with LB Waltham Forest	EC Reports SMT Weekly Meeting Minutes M Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA Annual Audit Letter	9	8	72	Red	6	4	24	Yellow	>	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/10/2024
SR9.2	CEO	DCEO	Picketts Lock Development Failure in Strategic Risks 1-8 above in the development of the Picketts Lock circa £40m project and Legal Challenge	Legal Advice Prudential Code Feasibility Studies Existing PR/Comms Feasibility budget Working with LB Enfield 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	8	64	Red	7	5	35	Yellow	>	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/03/2024

**SR10 Implications of Implementing Land & Property Strategy**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR10.1	DCEO	HoP	Acquisitions- Opportunity Cost of Resources, Reducing Available Resources or Increasing future liabilities	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	8	6	48	Red	4	2	8	Green	<=>	Tolerate	Seek External Advice incl. Planning Context. Identify Resources Members Decision. Ongoing Monitoring. Consultation	31/03/2024
SR10.2	DCEO	HoP	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	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	8	7	56	Red	6	3	18	Yellow	>	Treat	Seek External Advice where necessary incl. Planning Context. Members Decision. Consultation	31/03/2024

**SR11 Impact of Brexit on Authority**

Risk ID	Lead	Officer(s) Responsible	Risk Description	Existing Controls	Source of Assurance	Inherent Risk Score				Residual Risk Score				Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions
						Impact	Likelihood	Total Score	RAG	Impact	Likelihood	Total Score	RAG				
SR11.1	CEO DCEO	DCEO/ HoP	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	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	7	9	63	Red	6	6	36	Yellow	>	Treat	Monitor: Potential Land disposal Interest rates Third Party investors/ stakeholders Legal framework Pension valuations	Ongoing

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