

**STRATEGIC RISK REGISTER AS AT 23 SEPTEMBER 2021**

Inherent Risk Score						Residual Risk Score										Updated Comments 23/09/2021		Updated Comments 24/06/2021	
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 23/09/2021	Updated Comments 24/06/2021
<b>SR1 Legal</b>																			
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 in most areas. Review will be undertaken on Governance training with HR to consider further training over and above the Induction Process to ensure staff are reminded of statutory requirements etc. Any training will be carried out once business allows and all staff have returned from furlough which will be from the 1st October.	On-going in most areas. Review will be undertaken on Governance training with HR to consider further training over and above the Induction Process to ensure staff are reminded of statutory requirements etc. Any training will be carried out once business allows and all staff have returned from furlough.
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)	Annual H&S Audits will be taking place from December 2021 and last years were completed on time. Business Continuity Planning in process with all sites and services updating their plans. Desktop exercise carried out and further exercises planned.	Annual H&S Audits are taking place and last years were completed on time. Business Continuity Planning in process with all sites and services updating their plans.
<b>SR2 Contractual</b>																			
SR2.1	Agreeing to accept a partners' financial terms and conditions that will place an unacceptable long term liability on the Authority	HoF	9	4	36		Reports to SMT and Members Financial/Legal/Risk Implications fully appraised. Financial Appraisal of schemes in accordance with prudential code.	M Exec Monthly LA agreement	8	2	16		<>	Tolerate	Ongoing resources review for specific projects	Quarterly	DCEO/ HoF	Ongoing. Individual projects should be reviewed in line with financial requirements if they differ from Authority standard	Ongoing. Individual projects should be reviewed in line with financial requirements if they differ from Authority standard
SR2.2	Contractors, Governing Bodies, or Third Party Operator not delivering agreed objectives/contract	HoF	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 commencement date was delayed due to further COVID-19 restrictions and the commencement is now April 1st 2022. Officers will return to Members in October to requested approval to enter into the LSC contract with GLL under seal. GM contract re-tender process started in full in March 2021 to be ready for a November 1st 2021 start date.	New LSC commencement date has been delayed due to further COVID-19 restrictions and the target date for commencement is now April 1st 2022 and officers will return to Members in due course. GM contract re-tender process started in full in March 2021 to be ready for a November 1st 2021 start date. A number of live procurements are in train with items like visitor tracking and car park charging now completed.
SR2.3	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	CD	9	4	36		Advice and support APMD plus external contractors. Quality contactors employed for maintenance through procurement (Price Quality ratio applied)	APMD Annual Inspections	7	1	7		>	Treat	Ongoing Monitoring	Annual Inspections & Review. MPG Work complete by 31/03/22	HoA	New LSC commencement date delayed due to further COVID-19 restrictions and the target date for commencement is now April 1st 2022. Initial Facilities Management meetings had been postponed between GLL & LVRPA, but these recommenced in June 2021. Secondoe from GLL now in place to oversee M&E through transfer period. Items scheduled for repair during the period April 2021- April 2022 will be undertaken by APMD /LVRPA .	New LSC commencement date has been delayed due to further COVID-19 restrictions and the target date for commencement is now April 1st 2022. Initial Facilities Management meetings have been postponed between GLL & LVRPA, these will recommence June 2021. Items scheduled for repair during the period April 2021- April 2022 will now be undertaken by APMD /LVRPA .
SR2.4	Contractor stability affected by external influences or national/international conditions prevailing at the time	HoF	9	6	54		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	7	3	21		>	Treat	Quarterly Contract monitoring.	Executive Quarterly Monitoring	CD (S&L)	Ongoing review of major projects and communication with contractors required to identify potential issues with review of all current contracts to confirm stability of each company.	Ongoing review of major projects and communication with contractors required to identify potential issues with review of all current contracts to confirm stability of each company.
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	31/10/2021	CD (Parklands)	Market interest has been strong for the GM contract and the first stage of the procurement process shortlisted 5 possible contractors. Since the start of the ITT stage, 2 dropped out due to resourcing issues leaving three remaining in the process. Officers had not added any others to the ITT stage as the gap at SSQ stage was too large and there was confidence that the three remaining in the process would submit tenders, which was in fact the case.	N/A
<b>SR 3 Resources</b>																			
SR3.1	I.T. infrastructure does not meet future business need requirements. Authority requires funding for updating or improving I.T infrastructure	HoIT	9	4	36		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	Support Services Review for new Contract post 2021. Procurement or upgrade Finance system to a SAS system or at minimum one that can run on a virtual server.	31/12/2021	CD	Infrastructure work now part of business planning process. IT review has now been completed and new structure started on 1 Sept 2021. Finance system requires urgent upgrade 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	Infrastructure work now part of business planning process. IT review in progress and going to Members in June 2021
SR3.2	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	4	4	16		>	Treat	Ongoing Monitoring	On-going	CEO/ HoHR	HR/L&D strategy drafted. New management structure in place and working well. Staff furlough scheme ends 30 September 2021. Corporate Induction Elearning reviewed and will be rolled out August 2021. Staff Training schedule in place for 2021/22. Voluntary redundancy programme completed by 30 September 2021 and successful. Restructures undertaken across the Authority and implemented by 1 September 2021.	HR/L&D strategy drafted. New management structure in place and working well. Staff furlough scheme still operational until September 2021 and reviewed monthly in order to meet business needs. Corporate Induction Elearning reviewed and will be rolled out June/July 2021
<b>SR 4 Financial Management</b>																			
SR4.1	Financial Risks of over/under spent budget through non-achievement of income targets or inaccurate budget forecasting. Insufficient Resources to meet objectives	HoF	9	7	63		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	7	56		>	Treat	Ongoing budget monitoring & review MTFP in September	Executive Quarterly Monitoring	HoF	Ongoing. Medium Term Financial Plan (MTFP) considered impact of 2021/22 on reserves and need to rebuild and create resilience going forward. Continued monitoring of Income & Expenditure. Government support in 2021/22 for Business Rates relief and furlough scheme announced, and impact in coming year has been assessed and factored into the updated MTFP.	Ongoing. Medium Term Financial Plan (MTFP) considered impact of 2020/21 on reserves and need to rebuild and create resilience going forward. Continued monitoring of Income & Expenditure. Government support in 2021/22 for Business Rates relief and furlough scheme announced, and impact in coming year has been assessed and factored into the updated MTFP.
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	6	54		>	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. Indications are that there will be an increase in premiums at next renewal of around 15%, which has been allowed for in the MTFP	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. Indications are that there will be an increase in premiums at next renewal of around 15%, which has been allowed for in the MTFP
<b>SR5 Governance &amp; Leadership</b>																			
SR5.1	Lack of a clear corporate direction	CEO	9	7	63		Authority meetings SMT Business Plan 2016-19 MTFP to 2024 Levy Strategy Land & Property Strategy Vision 2010-2020	M 1/4ly Full Authority Meetings M Exec Committee x 12 M Working Groups SMT Weekly Meeting Minutes	9	2	18		<>	Tolerate	Set out 2020-2025 Business Plan	31/03/2022	CEO	An interim 1 year business plan for 2021/22 is in place. A 5 year plan for 2022-27 will be developed in the second half of 21/22.	An interim 1 year business plan for 2021/22 is in place. A 5 year plan for 2022-27 will be developed in the second half of 21/22.
SR5.2	Impact on the Authority's powers to raise the Levy and resistance from all constituent councils as a result of external influences	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 2020-2030 Vision	Quarterly Monitoring 31/03/2022	CEO	A fresh 10 year vision and mission for the Authority will be developed alongside the 5 year business plan.	A fresh 10 year vision and mission for the Authority will be developed alongside the 5 year business plan.
<b>SR6 Reputation/Communication</b>																			

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Inherent Risk Score						Residual Risk Score													
Risk ID	Risk Name	Lead	Impact	Likelihood	Total Score	RAG	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Progress	Action	Further Actions Needed to reduce Risk	Deadline for Completion	Officer(s) Responsible	Updated Comments 23/09/2021	Updated Comments 24/06/2021
SR6.1	Impact on Authority's reputation due to service failure, damaged stakeholder and/or contractor relationships.	HoC	7	5	35	Yellow	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	Yellow	>	Treat	Regular meetings with venue management team to ensure comms and marketing are aligned with business objectives	Quarterly Monitoring Report	HoC	Major focus on communicating venue reopenings and activities that are available. Web, social and database updates to provide latest status to visitors. Focused campaigns on key revenue generating projects – campsites, LVWWC, LVVP and LVAC. Direct feedback from digital campaigns used to finesse and improve performance. Communications, Q and As and position statements created and implemented for Lee Valley Park Farms transfer – passed smoothly - angling change of operating model and car park charges. Key focus on LVIC closure and comms around the dismantling of old venue and building of new one – extensive community relations programme, Start of Works event comms and ongoing communications for the next 15 months to local community, residents and stakeholders.	Continued preparation for, and close monitoring of, Government lockdown restrictions to ensure that we can capitalise on any changes immediately. Constant web and social updates to provide latest status to visitors. Continued close working with other major London parks to encourage responsible behaviour in open spaces. Campaigns planned and in place for key revenue generating projects – campsites, LVWWC, LVVP and LVAC. Direct feedback from digital campaigns used to finesse and improve performance. Communications, Q and As and position statements created and implemented for Lee Valley Park Farms transfer, angling change of operating model, car park charges and LVIC key decisions, and planned for closure of LVIC. Reallocation of responsibilities within team to account for personnel changes.
<b>SR7 Business Continuity</b>																			
SR7.1	Inadequate business continuity implementation at any (all) sites following natural disaster, IT failure including Cyber Terrorism, Flooding, Disease Outbreak (animals/humans), Terrorism.	CEO	6	5	30	Yellow	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	Yellow	>	Treat/Transfer	Audit Recommendations implemented Further training and testing. LSC Contractor Risk Register - alignment re risk and continuity	Quarterly Monitoring	CD	Facility/Service Risk Registers have been updated as part of the Business Continuity Plan process. The initial Business Impact Analysis and Disaster Recovery Plan process has been updated for Myddelton House and the services based there, with a desktop exercise taking place in September. The BIA/DRP documentation has been circulated to all remaining Facilities/Services with ongoing exercises to feed into an overall Authority BCP. Proposal made to roll out MFA (multifactor Authentication) across the organisation to reduce Cyber threat risks.	Facility/Service Risk Registers have been updated as part of the Business Continuity Plan process. An initial Business Impact Analysis and Disaster Recovery Plan process is underway for Myddelton House which will be rolled out to all remaining Facilities Services with ongoing exercises to feed into an overall Authority BCP.
SR7.2	Inadequate pandemic management processes in place park wide following major pandemic outbreak/further spikes in Covid 19 and more restrictions including local tier restrictions and national lockdowns	CEO	9	7	63	Red	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	Yellow	>	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	Processes in place for managing Covid including Covid tracker in use and updated during regular meetings of the HoS and H&S teams. Pandemic Viral or Infectious Disease Planning procedure being revised and updated - ongoing to make use of current information.	Processes in place for managing Covid including Covid tracker in use and updated during regular meetings of the HoS and H&S teams. Pandemic Viral or Infectious Disease Planning procedure being revised and updated - ongoing to make use of current information.
<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)	DCEO	9	7	63	Red	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	Green	<=>	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	Ice Centre Failure in Strategic Risks 1-8 above in the development of the Ice Centre circa £30m project and Legal Challenge	CEO	9	8	72	Red	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	5	40	Yellow	>	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/10/2022	CD	SOS confirmed to the Authority that it was a body which was included in relevant legislation which enables it to borrow up to £30million to pay for the new Ice Centre build. The existing venue closed on 27th June 2021 and works on the new building will start in mid August, with the handover to the building contractors on 16th August. Building works are expected to be completed by October 2022.	Authority have made a decision to proceed with the project which is subject to SOS consent to borrow up to £30million to pay for the build. Should this all go forward as planned, the existing venue will close on 27th June 2021 and works on the new building will start in mid July. No complaints or challenges to the procurement of the building contractor have been received.
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	Red	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	8	5	40	Yellow	>	Treat	Planning Approval Business Plan Design Team Engagement stakeholders, users and local community	31/03/2022	DCEO	Meetings have commenced again with the developer to include further on-going engagement with LBE. A review of the timetable for delivery will be undertaken.	Meetings have commenced again with the developer to include further on-going engagement with LBE. A review of the timetable for delivery will be undertaken.
SR9.3	Leisure Services Contract Retender Failure in Strategic Risks 1-8 above in the retender of the Leisure Services Contract circa £20m and potential Legal Challenge	CEO	9	4	36	Yellow	Legal Advice Procurement Regulations Medium Term Financial Plan PR/Comms External Consultants Member Steering Group Market Engagement & Specification Tender Exercise Complete	Existing 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	4	36	Yellow	>	Treat	Tender Evaluation Award of Contract	31/03/2022	CEO	Members approved the temporary transfer back in-house of the venues due to the legal challenge and until the new contract can be entered into. The final contract negotiations have progressed with GLL with a revised, target start date of April 1st 2022. Officers are carrying out due diligence to ensure that, following the impact of continuing Covid-19 situation, GLL is still a 'fit and proper' organisation and therefore able to effectively deliver the LSC. There will be a report to the Exec Committee in the early autumn.	Members approved the temporary transfer back in-house of the venues due to the legal challenge and until the new contract can be entered into. Now the procurement challenge has come to an end the final contract negotiations have progressed with preferred bidder with a target start date of April 1st 2021. Since the government announcement of the COVID-19 tier 4 and national lockdown restrictions, the target start date is now April 1st 2022. Officers are carrying out due diligence to ensure that, following the impact of lockdown in 2020/21, GLL is still a 'fit and proper' organisation and therefore able to effectively deliver the LSC. There will be a report to the Exec Committee in the summer/early autumn.
<b>SR10 Implications of Implementing Land &amp; Property Strategy</b>																			
SR10.1	Acquisitions- Opportunity Cost of Resources, Reducing Available Resources or increasing future liabilities	DCEO	8	6	48	Red	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	4	2	8	Green	<=>	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	Red	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	7	4	28	Yellow	>	Treat	Seek External Advice where necessary incl. Planning Context. Members Decision. Consultation	31/03/2022	HoP	Leadale Kennels - SoS consent received and disposal completed August 2021. Harbet Road - Terms agreed (and CPO objection withdrawn) with London Borough of Enfield for the disposal of part of the land at Harbet Road required for flood alleviation works as part of the Meridian Water development. SoS consent now received and completion is imminent. Mile and Langley delayed due to planning refusal and planning appeal is in process.	Leadale Kennels - terms agreed by both parties and Authority seeking SoS consent with the view to completing by June 2021. Terms agreed (and CPO objection withdrawn) with London Borough of Enfield for the disposal of part of the land at Harbet Road required for flood alleviation works as part of the Meridian Water development. SoS consent now sought. Mile and Langley delayed due to planning refusal and current planning appeal process.
<b>SR11 Impact of Brexit on Authority</b>																			
SR11.1	Failure in Strategic Risks 1-10 above due to changes in the Economic and Business climate brought about by changes following the departure from the European Union	CEO	7	9	63	Red	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	Yellow	>	Treat	Monitor: Potential Land disposal Interest rates Third Party investors/ stakeholders Legal framework Pension valuations	Ongoing	DCEO/ HoF	Potential risk needs ongoing monitoring particularly in relation to finances, future strategic investments, and 3rd party contracts along with review on additional impacts as a result of Covid restrictions.	Potential risk needs ongoing monitoring particularly in relation to finances, future strategic investments, and 3rd party contracts along with review on additional impacts as a result of Covid restrictions.

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