

COVID-19 PANDEMIC SUB RISK REGISTER AS AT 23 SEPTEMBER 2021

Inherent Risk Score										Residual Risk Score									
Risk ID	Risk Name	Critical Success Factor	Lead	Impact	Likelihood	Total Score	RAG	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG	Action	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Comments 23/09/2021	Comments 24/06/2021
SR1 Legal																			
SR1.1	Failure to comply with Covid-19 Health & Safety legislation	B	CD	9	5	45		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		<>	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 (when required) 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 (and or activities) 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 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.
SR2 Contractual																			
SR2.1	Contractors, Governing Bodies not delivering agreed objectives/contract due to limitations imposed by Covid-19 legislation	B	HoF	7	6	42		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		<>	Tolerate Quarterly Contract monitoring.	Executive Quarterly Monitoring	CD (S&L)	Due to the current 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 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.
SR2.2	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	B	CD	9	5	45		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		>	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. Secondee from GLL in place to oversee M&E maintenance and improvements.	Statutory checks being undertaken by site staff and MPG guides under review to ensure all necessary checks complied with.
SR 3 Resources																			
SR3.1	Inadequate I.T. Infrastructure/ Systems/Data support due to staff shortages imposed by furlough process	B	CD	8	6	48		Reports to Exec Financial/Legal/Risk Implications fully appraised. Appraisal of limitations on remaining staff Existing IT Infrastructure support processes	SMT Weekly Meeting Minutes IA Audit Plan M Exec Monthly	6	2	12		>	Treat Review for furlough process Review for changes in government legislation	Monthly review	HoIT	All IT staff are now back from Furlough. Infrastructure and systems sufficient to work during lockdown. Need to ensure that equipment is returned to Offices	Important that Key IT staff are kept off of Furlough, especially as venues start to re-open
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		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	5	3	15		>	Treat Ongoing Monitoring Review of business performance	On-going	CEO/ CD	Furlough scheme currently ends 30 September 2021, so all furloughed staff will return to their full contracted hours from 1 October 2021. Myddelton House is now open as normal and staff continue to work on a flexible basis to suit their role and the needs of the business and facilities have opened where possible with the relaxation of restrictions, with staff returning from furlough when business cases allow 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 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.
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		Review of business needs Agreement on continuity requirements with HoS's Devolvement of Duties to upper echelons Internal/External communications Sickness absence procedure Occupational health support	M Exec Monthly SMT Weekly Meeting Minutes	6	3	18		>	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 XpertHR good practice.	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.
SR 4 Financial Management																			
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		Quarterly Budget monitoring reports Weekly review against Centre Business Plan targets Medium Term Financial Plan updated E3-4m Minimum Reserves Policy reviewed Statutory Power to Levy	M Exec 1/4ly M Authority Annual Budget SMT Monthly & 1/4ly Reports	9	6	54		<	Treat Ongoing Monitoring	Executive Quarterly Monitoring	HoF	Ongoing. A prudent budget was set for 2021/22 financial year, based on recovery and rebuilding, and creating resilience. Ongoing monitoring of income and expenditure, reflected in venue re-opening programme.	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.
SR5 Governance & Leadership																			
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		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		<>	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.
SR6 Reputation/Communication																			

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		Critical Success Factor	Lead	Impact	Likelihood	Total Score	RAG	Existing Controls	Source of Assurance	Impact	Likelihood	Total Score	RAG						
SR6.1	Impact on Authority's reputation due to service failure caused by Covid-19 pandemic, damaged stakeholder and/or contractor relationships.		HoC	8	5	40	Yellow	Managed via social media, web and digital updates Media relations communications of new technologies Internal Venue Utilisation	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	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.	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 LVWWC, LVVP, LVAC and campsites, and providing support to open spaces to deal with ASB. Reassuring messages for potential visitors re cleanliness and safety of venue visits and security of booking via our booking guarantees. 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	
SR7	Business Continuity																		
SR7.1	Inadequate pandemic management processes in place park wide following major international viral outbreak		CEO	9	4	36	Yellow	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	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	Sub Risk Register revised and updated with Pandemic Viral or Infectious Disease Planning procedure in process of revision with learning from current situation used to update procedure.	Sub Risk Register revised and updated with Pandemic Viral or Infectious Disease Planning procedure in process of revision with learning from current situation used to update procedure.	
SR8	Environmental Management																		
SR8.1	Failure to manage contamination could be a risk to users, this includes land and/or water contamination (also damage to reputation from failing to manage contamination)	Im/ In	DCEO	9	9	81	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.	
SR9	Major Business Developments																		
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	Red	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	Red	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.	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.	
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	4	36	Yellow	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	Yellow	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 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.	

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Score 45-81 High Risk
Score 18-42 Moderate risk