



LEE VALLEY REGIONAL PARK AUTHORITY

AUDIT COMMITTEE

26 FEBRUARY 2015 AT 12:00noon

Agenda Item No:

6

Report No:

AUD/57/15

RISK REGISTER 2014/15

Presented by the Director of Finance & Resources

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 meeting in February 2014 (Paper AUD/46/14) Members reviewed the Risk Register and also received further training and understanding of the risk register through a workshop presentation by the Authority's Internal Auditors - Mazaars. Members again reviewed the Risk Register in June 2014 (Paper AUD/50/14) and September 2014 (Paper AUD/54/14).

The Register will continue to be reported back to each Audit Committee.

RECOMMENDATION

Members Approve: (1) the format and content of the Authority's Strategic Risk Register (and include all agreed changes recommended at this Committee meeting) attached at Appendix A to 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 (which is published with the financial statements).
- 2 Regulation 4 of the Accounts and Audit Regulations 2011 requires that:

"The relevant body is responsible for ensuring that the financial management of the body is adequate and effective and that the body has a sound system of internal control which facilitates the effective exercise of that body's functions and which includes arrangements for the management of risk".

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




- 3 "The relevant body shall conduct a review **at least once in a year** of the effectiveness of its system of internal control and shall include a statement on internal control (now included within the Annual Governance Statement), prepared in accordance with proper practices, with (a) any statement of accounts it is obliged to publish in accordance with Regulation 7."
- 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 3798). The Risk Management Framework, and more specifically the Risk Register, was developed by Members and senior officers under the guidance of Deloitte (the then 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 these Audit Committee meetings (20 May 2010, Paper AUD/06/10 and 28 June 2012 Paper AUD/30/12).

REVIEW OF THE STRATEGIC RISK REGISTER

- 8 The current Strategic Risk Register is reviewed by officers on an on-going basis and is detailed at Appendix A to this paper. Members can review/change each of the risks and the actions taken/being taken to mitigate against these risks where it is believed necessary.
- 9 The current criteria supporting the scoring system employed by the Authority to measure risk is attached at Appendix B to this report. These criteria are there to help attach a level of indicative importance to the risk and are not an exact

quantitative science.

- 10 As an on-going recommendation the summary of actions is monitored within their classification criteria to ensure that progress is being made and that risks are being managed. This is shown in the table below:

Indicator	Number 26-02-2015	Number 25-09-2014
	2	14
	17	9
	23	19
Total	42	42

Since the last report there has been a significant assessed reduction in risk. This relates to SR12 where all risks relating to the new operational model were deemed high but because of actions and decisions taken since last September these risks have (as anticipated) reduced significantly.

This assessment doesn't mean the perceived risk couldn't occur, but officers believe there are sufficient actions taken and mitigating factors to minimise the impact or likelihood of occurrence.

- 11 In addition, officers carry out on-going risk management via the sub-risk registers for those operational aspects of the business deemed necessary. The sub-registers cover and manage risks that would not normally score significantly high enough to appear on the Strategic Register, but are still important areas that require risk management practices to be adhered to.

The updated sub-registers are presented annually to Members in February each year and attached in full at Appendix C to this report. The sub-registers are managed and controlled at officer level and are subject to on-going review through the lead Director for each area of risk and are monitored for progress by the officer governance steering group led by the Chief Executive. The sub-registers cover the following areas:

Theme

- Finance
- Procurement
- Partnerships & Planning
- Health & Safety
- Legal/Regulatory/Property
- Information Technology
- Human Resources
- Customer

Lead Officer

- Director of Finance & Resources
- Head of Performance & Information
- Head of Planning
- Director of Finance & Resources
- Assistant Director Legal & Property Services
- Director of Finance & Resources
- Director of Finance & Resources
- Senior Operations Manager

- 12 A Member workshop was carried out in February 2014 to enable further understanding of Risk Management, the process adopted by the Authority and the roles and responsibilities of the Committee to manage this key process. The key new area of risk that Members required further analysis on was SR12 – the new operational model. Officers have updated actions in this area and the actual risk score has reduced as a result of completed areas of work. This part of the register is used as part of the project implementation for the new Trust. As well as being overseen by the Audit Committee it has been monitored on a more frequent basis by the officer project team and the Contract Negotiation and Monitoring Working Group.

ENVIRONMENTAL IMPLICATIONS

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

EQUALITY IMPLICATIONS

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

FINANCIAL IMPLICATIONS

- 15 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.
- 16 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

- 17 There are no additional human resource implications arising directly from the recommendations in this report. Actions have been set so that they can be met from existing employee resources.

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 19 These are dealt with through the main body of the report and through the revised registers. The potential higher risk areas identified within the corporate register relate to land contamination, the review of the organisational operating model and the opening of the Olympic legacy facilities at the VeloPark and Eton Manor. Mitigation against these risks has commenced as shown by the proposed actions in the strategic register at Appendix A to this report.
- 20 The corporate and sub-risk registers were designed and implemented to manage the Authority's risks based upon its existing business plan, operating

model and structures. The development of the Trust has had a major impact on the organisation. It would be appropriate to carry out a fundamental review of the registers going forward. This would need to follow any realignment of the Authority's business plan 2013-16 and business strategy to 2020 following the implementation of the Trust in April 2015. Officers will commence this process in the new year and report back to Members at the end of the summer.

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BACKGROUND REPORTS

Lee Valley Regional Park Authority Risk Management Strategy June 2012

PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/06/10	Risk Register 2009/10	20 May 2010
Audit Committee	AUD/17/11	Risk Register 2010/11	02 March 2011
Audit Committee	AUD/21/11	Risk Register 2011/12	02 June 2011
Audit Committee	AUD/23/11	Risk Register 2011/12	22 September 2011
Audit Committee	AUD/26/12	Risk Register 2011/12	23 February 2012
Audit Committee	AUD/30/12	Risk Register 2012/13	28 June 2012
Audit Committee	AUD/34/12	Risk Register 2012/13	20 September 2012
Audit Committee	AUD/38/13	Risk Register 2012/13	28 February 2013
Audit Committee	AUD/40/13	Risk Register 2013/14	20 June 2014
Audit Committee	AUD/44/13	Risk Register 2013/14	26 September 2014
Audit Committee	AUD/46/14	Risk Register 2013/14	27 February 2014
Audit Committee	AUD/50/14	Risk Register 2014/15	19 June 2014
Audit Committee	AUD/54/14	Risk Register 2014/15	25 September 2014

APPENDICES ATTACHED

Appendix A	Corporate Risk Register
Appendix B	Risk Register Scoring Criteria
Appendix C	Risk Sub-registers

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STRATEGIC RISK REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Source of Assurance	26/02/15 Comments	25/09/14 Comments
				Impact	Likelihood	Total Score	Impact	Likelihood	Total Score						
SR 1	The Authority enters into contractual/partnership agreements without accurately quantifying the liabilities arising from them.	B	DF&R	9	4	36	8	2	16	Ongoing	DF&R	Internal Audit/ External Audit	Completed. Resources reviewed as part of ongoing budget process	Completed. Resources reviewed as part of ongoing budget process.	
	Agreeing to accept a partners' financial terms and conditions that will place an unacceptable long term contingent liability on the Authority	B	DF&R	9	4	36	8	2	16	Ongoing	DF&R	Internal Audit/ External Audit	Completed. Resources reviewed as part of ongoing budget process	Completed. Resources reviewed as part of ongoing budget process.	
	Partners or LVRPA not delivering agreed objectives	B	CEO	7	6	42	6	4	24	Ongoing	AD L&PS	Members Senior Management Internal Audit	Ongoing	Ongoing	
SR 2	The Authority acts outside the legal parameters of the 1866 Park Act	Im	CEO	8	7	56	8	3	24	31/03/2014	AD L&PS	Senior Management Internal Audit	Measures considered sufficient. Will be reviewed following the implementation of the revised Authority/Trust structures.	Review of any further training requirements being undertaken. It is likely that the measures in place are sufficient and can be reviewed following the implementation of the revised Authority/Trust structures.	
SR 3	Insufficient and/or inappropriate allocation of future resources to meet objectives (capital/revenue finance, staff & fixed assets)	S	DF&R	7	6	42	5	3	15	Ongoing	Asset Manager D R&BD Collectively through the Senior Management	Senior Management External Audit	2015/16 Budget Process Complete	2015/16 Budget Process to commence in the Autumn.	

Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score Impact Likelihood Total Score	Existing Controls	Residual Risk Score Impact Likelihood Total Score	Tolerate/Transfer/Treat/Terminate (if Treat, further actions needed)	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Source of Assurance	28/02/15 Comments	25/09/14 Comments
SR 4	Ineffective Leadership (including managers at all levels plus political Leadership)			81	Member meetings New Governance Structure Executive Committee Recommended Governance Structure Review post Olympics at end of 2014 (paper A/4172/13) Officer	9 2 18	Tolerate	Recommended Governance Structure Review post Olympics at end of 2014 (paper A/4172/13)	City Meetings	CEO	Senior Management External Audit	Review of Business operating model see new risk SR12	Review of Business operating model see new risk SR12
SR 5	The Authority fails to attract and retain staff of the appropriate calibre			40	Flexible benefits package Management Away Days Staff presentations Training & development framework E-bulletin Reward & Recognition Policy Statement Communications Strategy Equal Pay review concluded.	4 5 20	Treat	Implement a "learning" strategy	31/03/2013	AD R&BD & D R&BD	Senior Management	The Authority apprenticeship is very successful & in its 3rd year. The leadership management programme is underway and the 3rd cohort starts in March 2015	The Authority apprenticeship scheme is in place and in its second year. The Leadership and Management Development Programme has been procured and will be rolled out from Oct 2014 for the next 3-5 years
SR6	Failure to manage the Lee Valley brand effectively												
	Lee Valley does not have strong image		CEO	9 9 81	Stakeholder updates Review of signage Brand Review Completed Stakeholder user audits	6 4 24	Tolerate	Partner Working lead orgs Strong Media relations Implementation/control of brand	Ongoing	Head of Comms	Senior Management/ Members Stakeholder Perception KPI	Continued strong positive media coverage and communication with stakeholders	Continued strong positive media coverage and communications with stakeholders
	Failure to maintain the brand		CEO	9 9 81	Brand review complete Review of signage Stakeholder updates Corporate policy on branding (logo, fonts, etc.)	5 4 20	Treat	Partner Working lead orgs Strong Media relations Implementation/control of brand	Ongoing	Head of Comms	Senior Management/ Members Stakeholder Perception KPI	As Above	As Above
	Brand recognition		CEO	9 9 81	Review of signage Stakeholder updates Corporate policy on branding (logo, fonts, etc.)	6 4 24	Treat	Partner Working lead orgs Strong Media relations Implementation/control of brand	Ongoing	Head of Comms	Senior Management/ Members Stakeholder Perception KPI	As Above	As Above

STRATEGIC RISK REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Inherent Risk Score				Residual Risk Score				Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Source of Assurance	26/02/15 Comments	25/09/14 Comments
		Lead Director	Impact	Likelihood	Total Score	Impact	Likelihood	Total Score	Treat/Transfer/Tolerate/Terminate						
SR7	Environmental damage/disaster														
	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	CEO	9	9	81	9	5	45	Treat	30/09/2013	Head of P&SP AD L&PS Asset Manager	Senior Management/ Members	Revised Strategy agreed. Will be put forward to Authority for approval.	The liaison is ongoing with the consultants but it is anticipated that we will require a revision to the Strategy which will require further Member approval. As previously stated the risk score can/will then be re-assessed!
	Veterinary Disease outbreak affecting Authority business (e.g. avian flu, Foot and Mouth)	Im/S	DP&V	6	6	36	5	3	15	Transfer	30/09/2013	AD R&BD	Internal Audit Senior management	Insurance in place	Insurance in place
	Disease outbreak affecting human health	Im/S	DP&V	9	2	18	8	2	16	Tolerate	Ongoing	AD R&BD	Internal Audit Senior management	Quarterly Inspections of the delivery of E. Coli control measures conducted by H&S Officer at the farms. Reported in quarterly SMT reports.	Quarterly MT reports
	Flood risk	Im/S	DP&V	7	5	35	6	5	30	Treat	Annual 30/09/2014	H of Parklands DF&R	Internal Audit Senior management	Training Day & Testing Completed 22 July 14	Business Continuity Plan and Process in place - training day and testing by SMT - completed 22 July 2014

STRATEGIC RISK REGISTER AS AT 28 FEBRUARY 2015

Risk ID	Risk Name	Critical Success Factor	Lead Director	Impact	Likelihood	Inherent Risk Score	Existing Controls	Impact	Likelihood	Residual Risk Score	Tolerate/Transfer/Treat/Terminate (if Treat, further actions needed)	Further Actions Needed to reduce Risk	Deadline for Completion of Actions	Officer(s) Responsible	Source of Assurance	26/02/15 Comments	25/09/14 Comments	
SRS	Ineffective communication, both Internal and external																	
	External	Im/ P	CEO	8	8	64	Stakeholder communication Communications Action Plan Customer Training	Staff	7	4	28	Proactive communication with media Ongoing media coverage	Ongoing	Head of Comms Head of Comms	Senior management Stakeholder Perception KPI Customer Satisfaction KPI	Good stakeholder attendance at LV sports events. Continued programme of speaker engagements. Regular communication through e-bulletin and letters Attended London Customer Councils Summit	Continuation of Parklife weekly bulletin. Programme of communication from CE to staff during changes to structure including regular Exchange Group meetings.	Continuation of Parklife weekly bulletin. Programme of communication from CE to staff during changes to structure
	Internal	Im/ P	CEO	8	8	64	Staff Satisfaction Survey Internal Communications Strategy Park Life weekly bulletin		6	3	18	Ongoing delivery	Ongoing	H of Comms	Senior management Customer Satisfaction KPI	Continuation of Parklife weekly bulletin. Programme of communication from CE to staff during changes to structure including regular Exchange Group meetings.	Continuation of Parklife weekly bulletin. Programme of communication from CE to staff during changes to structure	

STRATEGIC RISK REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Likelihood	Impact	Total Score	Existing Controls	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Source of Assurance	26/02/15 Comments	25/09/14 Comments
		Critical Success Factor	Lead Director	Impact	Likelihood	Total Score	Impact										
SR9	Failure to comply with statutory requirements	E	CEO	9	8	72	7	2	14	Provision of Legal Services	Investigation of relevant statutory requirements	Ongoing	AD L&PS	External Audit Internal Audit Senior Management	Ongoing Due to work pressures the recruitment policy review has been deferred and will be presented to Members early in 2015. There are no risks anticipated due to the delay as the current policy is still in place.	Ongoing Due to current work pressures the recruitment policy review has been deferred and will be presented to Members early in 2015. There are no risks anticipated due to the delay as the current policy is still in place.	
							7	2	14	Health and Safety management manual (procedures) regularly reviewed by RDHS who monitor up and coming legislation.	Review of HR policies	Ongoing	D R&BD	Senior management Members			
							7	2	14		Review of HR policies	Ongoing	D R&BD	Senior management Members			
										Recruit appropriately skilled/qualified staff Audit of accounts Internal audit Statutory Officers Standard Operating Procedures (SOPs) Corporate training Continuous Professional Development (CPD) for staff	Implementation of Annual Corporate Training Plan	Annual Review	D R&BD	Senior management	All statutory areas are covered in the annual training plan for 2014/15 and the plan for 2015/16 is currently being worked on. The leadership management development programme is underway and the 3rd cohort starts in March	The Leadership and Management Programme has been procured and will be rolled out from Oct 2014 for the next 3-5 years. The corporate training programme for 2014/15 is in place and all statutory areas are covered	
SR10	Inadequate business continuity implementation at any (all) sites	E	MT	6	5	30	5	3	15	Draft IT Disaster Recovery Plan Business Interruption insurance Adequate Cover arrangements exist for CEO/Directors	Test IT disaster recovery plans annually Insurance renewal	30/09/2015 30/09/2014	DF&R DF&R	External Audit Internal Audit Senior Management Internal Audit Senior Management External Audit Internal Audit Senior	All back-ups tested and working. Insurance renewal in progress Revised management structures in place	Mirror server's and "Shadow Protect" software in place at Velopark Tested and working. Insurance renewal in progress Revised management structures in place	

Risk ID	Risk Name	Critical Success Factor	Lead Director	Impact	Likelihood	Inherent Risk Score	Existing Controls	Impact	Likelihood	Residual Risk Score	Tolerate/Transfer/Treat/Terminate (if Treat, further actions needed)	Further Actions Needed to reduce Risk	Deadline for Completion of Actions	Officer(s) Responsible	Source of Assurance	26/02/15 Comments	25/09/14 Comments
SRR1	Impact of Olympic Legacy Facilities						Site Management Plans					Site Business Continuity plans tested	31/03/2013	Site Ops Manager	Internal Audit Management	Reviewed as part of Business Continuity process	Reviewed as part of Business Continuity process
	Insufficient or inadequate staff resources could cause failure in delivery of legacy facilities		CEO	9	9	81	Medium Term Financial Plan Olympic Project Team Performance Framework Plan & 10 Year Vision Budget Process complete Review staff and resource requirements	9	2	18	Tolerate	Continue to monitor staff resource implications	Ongoing	CEO	Senior management Members	2015/16 budget process complete	Completed. Resources reviewed as part of ongoing budget process.
	Reputational Enhancement or Damage due to success or failure of Olympics Legacy		CEO	8	9	72	Business plans Olympic Venues Working Relationship LLDC Third party working relationships across Olympic park	7	4	28	Tolerate	Ongoing management and monitoring	Ongoing	CEO	Senior management Members	Continued positive media coverage of all legacy venues.	Continued positive media coverage of all legacy venues.
	Breach in Funding Agreements LVWWC		DP&V	9	4	36	Monitored 3 weekly at LVWWC project meetings	8	2	16	Tolerate	No further action	31/03/2012	DP&V	Senior management Internal Audit	Ongoing plus subject to Internal Audit Review	Ongoing plus subject to Internal Audit Review
	Breach in Funding Agreements Velopark		DP&V	9	4	36	To be monitored following post Olympic Transfer	8	2	16	Tolerate	No further action at present	To be determined	DP&V	Senior management Internal Audit	Ongoing plus subject to Internal Audit Review	Ongoing plus subject to Internal Audit Review
	Breach in Funding Agreements LVH&TC		DP&V	9	4	36	To be monitored following post Olympic Transfer and if funding agreements emerge	8	2	16	Tolerate	No further action at present	To be determined	DP&V	Senior management Internal Audit	Ongoing plus subject to Internal Audit Review	Ongoing plus subject to Internal Audit Review
	Financial Risks of unresourced legacy costs through non-achievement of income targets or inaccurate budget forecasting		DP&V	9	9	81	Weekly budget monitoring reports Existing staff Resources. Existing Project management and budgetary control processes Implemented specific project risk register Updates direct to Executive Committee	9	4	36	Treat	Detailed business plans for legacy sites to be reviewed as part of 2016/17 budget	31/10/2015	DP&V	Senior management Internal Audit Members External Audit	Review of legacy site operational plans required by Trust	Move from Red to Amber risk. Resources allocated through budget process Business rates risk remains
	Transformation Works to Legacy Facilities: (LVWWC) by LVFPA		DP&V	6	5	40	Existing staff Resources. Existing Project management and budgetary control processes Implemented specific project risk register Updates direct to Executive Committee	6	2	12	Tolerate	Continue to manage project risk register.	Ongoing	ID of P&V, AD P&V and AD AP&M&D	Senior management	Defect claim on rafting course being pursued. Few minor snagging items as	Defect claim on rafting course being pursued. Few minor snagging items as

STRATEGIC RISK REGISTER AS AT 26 FEBRUARY 2015

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				Impact	Likelihood	Total Score	Impact	Likelihood	Total Score						
	Transformation Works to Legacy Facilities: Eton Manor by ODA	DP&V	DP&V	7	5	35	4	4	16	Application of effective monitoring of LLDC transformation plans required. Continue to manage project risk register.	Ongoing	D of P&V, AD P&V and AD APM&D	Senior management	Snagging Complete	Snagging works in progress
	Transformation Works to Legacy Facilities: Velo by ODA	B DP&V	DP&V	8	6	48	4	4	16	Application of effective monitoring of ODA transformation plans required.	Ongoing	D of P&V, AD P&V and AD APM&D	Senior management	Snagging Complete	Few Minor snagging items o/s.
SR12	Impact of New Operational Model and Governance arrangements														
	Ensure the Trust is in place and operational by 1 April 2015	CEO/ MD Trt	CEO/ MD Trt	9	9	81	9	4	36	Contract to be signed & Leases put in place. TUPE of Staff. Charitable Rate relief applied for.	31/03/2015	CEO/ MD Trt	SMT Members	Work in progress. Project Team & Plan & Gantt chart monitoring tasks	New Over-riding Risk identified
	Ensure Appropriate Governance arrangements in place	CEO	CEO	9	9	81	9	1	9	Member Workshops/ Authority Decision	01/10/2014	CEO	SMT Members	Trust Board Appointed	Completed Trust Board Appointed
	Ensure Adequate Funding for Both Organisation	DF&R/ MD Trt	DF&R/ MD Trt	9	9	81	9	4	36	Await outcome of mandatory rate relief applications	27/01/2015	DF&R/ MD Trt	SMT Members	2015/16 Budget process complete	Budget methodology timetable & assumptions agreed and Budget process underway
	Procurement risk potential challenge from market	DF&R	DF&R	9	9	81	5	2	10	Provide legal advice	27/02/2015	HoFM	SMT Members	Completed. Risk of procurement challenge significantly reduced	Completed Risk of procurement challenge significantly reduced
	Ensure Tax & Financial Savings achievable	DF&R/ MD Trt	DF&R/ MD Trt	9	9	81	9	4	36	Ongoing review of mandatory rate relief & VAT savings	27/01/2015	DF & R	SMT Members	Financial Model Complete	Financial Model presented to Working Group
	Ensure legal entity created	DL&PS	DL&PS	9	9	81	9	1	9	Trust Set Up HMRC Registration	10/11/2014	DF & R/ MD Trt	SMT Members	Completed	Trust set up registration with HMRC in progress
	Ensure Adequate Management arrangements exist for both organisations	CEO	CEO	9	9	81	9	1	9	Tasks Complete			SMT Members	Completed	
	Ensure all existing contracts novated where appropriate	CEO	CEO	9	9	81	9	1	9	Work to complete novation	01/09/2014	MD Trt CEO	SMT Members	Completed	Completed

STRATEGIC RISK REGISTER AS AT 28 FEBRUARY 2015


Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score	Impact	Likelihood	Total Score	Existing Controls	Impact	Likelihood	Total Score	Tolerate/Transfer/Treat/Terminate (if Treat, further actions needed)	Further Actions Needed to reduce Risk	Deadline for Completion of Actions	Officer(s) Responsible	Source of Assurance	26/02/15 Comments	26/09/14 Comments
	Ensure assets to be transferred are correctly defined and included in contract		DL&PS	8	8	9	72	Existing legal support. Draft Contract completed	8	7	56	Treat	Transfer of Assets	01/04/2015	DL&PS	SMT Members	Property/ Lease work in progress	Property/ Lease work in progress
	Define appropriate contract		DL&PS	8	9	72	High level assessment completed. Review of contract for EIA completed	Existing HR External Consultants	7	6	42	Treat	Sign contract	30/10/2014	DL&PS	SMT Members	In progress	In progress
	Carry out Equalities Impact Assessment		DL&R	6	8	48	Existing In-house resources	Existing HR External Consultants	5	3	15	Tolerate	Task complete	28/02/2015	HoPM	SMT Members	Completed	In progress
	Define appropriate service specification		CEO	9	9	81	Existing HR External Consultants	Existing HR External Consultants	7	4	28	Treat	Prepare Service Specification	30/11/2014	HoPM	SMT Members	Final draft	In progress
	Ensure TUPE requirements are correctly applied		CEO	7	9	63	Existing HR External Consultants	Existing HR External Consultants	7	5	35	Treat	Transfer of Staff	01/04/2015	Sen HR	SMT Members	All staff for transfer identified	TUPE Work in progress
	Ensure Pension arrangements & Ts & Cs are correct		CEO	7	9	63	Existing HR External Consultants	Existing HR External Consultants	7	6	42	Treat	Finalise Admission agreement	01/04/2015	AD R&BD	SMT Members	Admission process in place. Contractual benefits defined & agreed.	Ts & Cs work in progress

Key

Score 46-81 High Risk

Score 9-48 Moderate risk

Score 1-18 Low Risk




Progress in a positive direction ie reducing the risk

Progress is negative and risk is getting worse.

Progress static subject to actions or as risk is "tolerated"

Risk Appetite and Scoring Criteria

Risks are 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	16	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

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 £5,000 or no impact outside single objective or no adverse publicity	5%-10% likely to occur in next 12 months
4	Financial loss between £5,000 and £20,000 or minor regulatory consequence or some impact on other objectives	10%-20% likely to occur in next 12 months
5	Financial loss between £20,000 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

Treat	Controls are put in place to help reduce the likelihood of a risk being realised.
Transfer	Action is taken to transfer the potential impact to another party, e.g. through an insurance arrangement.
Terminate	A decision is made to end the area of activity with which the activity is associated.
Tolerate	A decision is made to accept the current level of exposure without taking any further action.

CUSTOMER SUB RISK REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Inherent Risk Score				Residual Risk Score				Completion Date of Actions	Officer(s) Responsible			
		Critical Success Factor	Lead Director	Impact	Likelihood	Total Score	Existing Controls	Impact	Likelihood			Total Score		
Customer														
C1	Ineffective communication / feedback process	In Im P	DP&V	5 6 30	5 6 30	CRM process User forums / formal proactive communication structures in place within each facility Mystery Visit programme 2 x satisfaction / tracking survey	5 3 15	5 3 15	Review of success of formal forum structures	Ongoing	Senior Ops Manager	26/02/2015	27/02/2014	two way interactive communication structures in place
C2	Inappropriate verbal or written communication to customers	In Im P	DP&V	5 6 30	5 6 30	Templates completed process including tracking of response	5 3 15	5 3 15		Ongoing	Senior Ops Manager	Completed	Completed	Completed
C3	Injury through site operation process	In Im P	DP&V	7 5 35	7 5 35	OMS systems (NOPs, EAPs etc) Risk Assessment and Audit programme H&S Reporting and monitoring structure External specialist procured	7 2 14	7 2 14	Respond where appropriate to annual audit results	Ongoing	Senior Ops Manager	Ongoing	Ongoing	Ongoing

Key
 Score 45-81 High Risk 
 Score 09-48 Moderate risk 
 Score 01-18 Low risk 
 Ongoing actions to address reduced risk areas

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FINANCE RISK SUB-REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score			Residual Risk Score			Completion Date of Actions	Officer(s) Responsible	26/02/2015	27/02/2014
				Impact	Likelihood	Total Score	Impact	Likelihood	Total Score				
F1	Failure to produce payroll	In	DF&R	6	4	24	6	2	12	Further training to allow cover to use bureau system with supplier	Completed	Completed	
F2	Non Payment of Statutory deductions - ie NI	In	DF&R	6	4	24	6	2	12	Further training to allow cover to use bureau system with supplier	Completed	Completed	
F3	Failure to pay suppliers	In	DF&R	6	4	24	6	2	12	Further training to allow cover	Completed	Completed	
F4	Failure to Secure payment to the authority	S	DF&R	6	5	30	6	3	18	Further training of frontline staff re Financial Regulations re payment in advance	Ongoing training and monitoring in place	Ongoing training and monitoring in place	
F5	Production of Final Accounts	E	DF&R	7	5	35	7	2	14	Audit Committee Governance Monitoring Group External Audit Internal Audit - End of Year Deloitte Review	Completed Annual On-going training with Audit Commission	Completed Annual On-going training with Audit Commission	
F6	Vat legislation	E	DF&R	8	5	40	8	4	32	KPMG Help Line On-going review	Review all VAT status and records as part of new organisational model	Review all VAT status and records as part of new organisational model	
F7	Production of Annual Budget	E	DF&R	9	6	54	9	2	18	Executive Members of R & BD Governance Monitoring Group Park Act Budget Timetable & Methodology	Completed Annual Process Retendered Insurance Contract Completed Updated	Completed Annual Process Retendered Insurance Contract Completed Updated	
F8	Failure to Insure	S	DF&R	9	6	54	9	2	18	External Advisor review of insurance tender contract	Completed Annual Process Retendered Insurance Contract Completed Updated	Completed Annual Process Retendered Insurance Contract Completed Updated	
F9	Loss of Money from facilities through loss or theft	E	DF&R	6	5	30	6	3	18	Internal Audit Handling training / OMS blowing procedures Awareness training	Completed Annual Process Retendered Insurance Contract Completed Updated	Completed Annual Process Retendered Insurance Contract Completed Updated	

FINANCE RISK SUB-REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Completion Date of Actions	Officer(s) Responsible	26/02/2015	27/02/2014
				Impact	Likelihood	Total Score	Impact	Likelihood	Total Score					

Key

-  Score 45-61 High Risk
-  Score 09-48 Moderate risk
-  Score 01-18 Low risk

 Ongoing actions to address reduced risk areas

HUMAN RESOURCES RISK SUB-REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Completion Date of Actions	Officer(s) Responsible	27/02/2014
				Impact	Likelihood	Total Score	Impact	Likelihood	Total Score				
HR1	Persons applying for jobs without a Criminal Record Bureau (CRB) Check could lead to employing someone into a position that would put the public or the organisation at risk	Im In E	D R&B	8	6	48	8	2	16	31.03.2015	HR manager	Completed. Safeguarding training took place in Dec 2013/Jan2014	
HR2	Employees working without a completed medical assessment could claim against the authority if they had an illness/ailment and no reasonable measures were put in place	Im In E	D R&B	5	5	25	5	3	15	31.03.15	HR manager	Recruitment procedure reviewed and 2nd draft complete by March/ April 2014. Recruitment & Selection training March/April 2014.	
HR3	Employees working without HR seeing that they are eligible to work in the UK Using Casual workers to work regular hours all the time could risk future claims for full employee benefits at an additional cost to the Authority	Im In E S E	D R&B	5	5	25	5	3	15	31.03.2015	HR manager	Probationary Procedure/Process in place. All new starters have a 6 month probationary period with a review at 3 and 6 months. Recruitment procedure reviewed and 2nd draft complete by March/ April 2014. Recruitment & Selection March/April 2014	
HR4	Employees starting without good references could result in poor appointments which may cost the organisation financially and in time and management resources	Im In E	D R&B	6	7	42	6	3	18	31.03.2015	HR manager	HR pick up any issues and report to senior management	
HR5	Employees starting without good references could result in poor appointments which may cost the organisation financially and in time and management resources	Im In E	D R&B	5	7	35	5	3	15	31.03.2015	HR manager	Recruitment procedure reviewed 2nd draft complete by March/ April 2014. Recruitment & Selection training March/April 2014.	

HUMAN RESOURCES RISK SUB- REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Critical Success Factor	Inherent Risk Score			Residual Risk Score			Completion Date of Actions	Officer(s) Responsible	Further Actions Needed to reduce Risk
			Impact	Likelihood	Total Score	Impact	Likelihood	Total Score			
HR6	Failure to recruit the right people could result in poor appointments which may cost the organisation in financial, time and management resources	Is E In	7	7	49	7	2	14	HR Manager	<p>Probationary Procedure/Process in place. All new starters have a 6 month probationary period with a review at 3 and 6 months. Recruitment procedure reviewed 2nd April 2014. Recruitment & Selection training March/April 2014.</p> <p>Probationary procedure in place. Probation reviews take place at 3 months and 6 months and managers are held responsible in advance. Advice and guidance for managers provided by HR Business Partners in managing this. Recruitment procedure in place. Guidance on internet. Regular project meetings take place with SMT and R&B directors. TUPE list drawn up from in Oct and updated in Feb. Initial TUPE letters have been sent. Letters sent out to those remaining in authority. Memorandum that drafted TUPE advice taken from reviews. Ongoing staff consultation through park life and Exchange group and through</p>	27/02/2014
HR7	Transfer to Trust in terms of TUPE implications for LVRP	Is E In	8	8	64	7	2	14	HR Manager	<p>Training for managers in recruitment and selection, review recruitment procedure. Review probation procedure. Quarterly business partner meetings</p> <p>Warranty list drawn up with managers TUPE list finalised end of March Final TUPE confirmation letters sent</p>	31.03.2015

Score 45-81 High Risk
 Score 09- 48 Moderate risk
 Score 01- 18 Low risk

Ongoing actions to address reduced risk areas

HEALTH & SAFETY SUB RISK REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Completion Date of Actions	Officer(s) Responsible			
				Impact	Likelihood	Total Score	Impact	Likelihood	Total Score						
HS1	Improve the Permit to Work System	In S	DR&B	4	5	20	3	2	6	Ongoing monitoring	Ongoing	H&S Officer Senior Development manager	Completed. Permit to work form improved and issued as part to manual review in Oct 13. A number of toolbox talks have been completed and training delivered by H&S Officer	06/02/2015	27/02/2014
HS2	Complete the actions detailed within the Brisith Safety Council Audit 2009 action plan	In Im	DR&B	5	4	20	3	2	6	Regular review of RRP actions Liaison with those responsible for completing tasks	Ongoing	H&S Officer	RRP reviewed and 2015/16 RRP being established. H&S Audits of all venues will be completed by 26th February 2015	Completed	
23															
HS3	Ensure there are sufficient H&S Resources for Olympic Projects to aid the Authority in setting up the sites to meet H&S legislation	S Im	DR&B	9	9	81	8	1	8	Support work provided by Right Directions through contracted H&S Service plus additional resources provided by RDHS for LY WWCC Right Directions to allocate resources as and when required in lead up to 2012 games	completed	AD F&R H&S Officer	Completed. Mobilisation Plans completed for both venues on QEOP	Completed	Full H&S mobilisation plans produced for Olympic Park venues. H&S Support work underway for the Velo Park. Support work for the Hockey & Tennis Centre is to be delivered upon handover.
HS4	Develop portfolio of site-specific Work Instructions	In Im	DR&B	5	4	20	4	3	12	Site NOPs in place cater for some areas/equipment	31/03/2014	H&S Officer	Completed. RDHS risk assessment format to remain the same and not be RAMS. A number of work instructions have been completed for high risk equipment. Risk Assessment template is still to be reviewed. Most venues have NOPs covering their high risk equipment	Completed	A number of work instructions have been completed for high risk equipment. Risk Assessment template is still to be reviewed. Most venues have NOPs covering their high risk equipment
HS5	Complete the actions identified by HSE Recommendations on water safety	In Im S	DR&B	7	6	42	4	3	12	RRP in place - outstanding actions being managed Number of actions completed	31/03/2011	H&S Officer	Completed	Completed	Completed

IT SUB-REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score		Residual Risk Score		Total Score	Impact	Likelihood	Further Actions Needed to reduce Risk	Completion Date of Actions	Officer(s) Responsible	26/02/2015	27/02/2014
				Impact	Likelihood	Impact	Likelihood								
IT1	Electrical Power Failure - Server Room MH	In	DF&R	6	8	6	3	18	6	3	<p>Clean power supply separate from all other areas. UPS in place to maintain supply until servers can be shut down.</p> <p>Source list for emergency suppliers.</p>	30/09/2015	IT Manager	<p>Purchase of in-house generator could cost around £8k. Would then need somewhere to store it, someone to maintain it and diesel fuel to stored on-site (will require a bonded area). Electrician would still be required to connect if required to use. New action to get a list of suppliers who provide 24-hour supply of generators and source emergency agreement.</p> <p>We now have hardware that supports two factor authentication following Sonicwall upgrades. Still a cost to implement system. Will require management buy-in as connecting when not in office will require additional steps.</p>	<p>Due to power problems experienced risk has been upgraded to moderate. Investigating purchase of in-house generator.</p>
IT2	External Access to Authority Network	In	DF&R	7	5	7	2	14	7	2	<p>Use of 2 factor authentication via some form of additional token to access systems - Quotations received. Cost Benefit analysis required.</p> <p>Investment in additional internet circuit at WW plus additional internet link at Velopark.</p>	30/06/2015	IT Manager	<p>Cost Benefit analysis required as risk is deemed low.</p>	<p>Complete</p>
IT3	Circuit & Phone Line failures	In	DF&R	6	5	6	3	18	6	3	<p>Sonicwall Firewall - SSL Box - Anti-Virus - Authenticated Users</p> <p>Back up circuits for main internet link</p> <p>MH - SLA with circuit and telephony provider.</p>	Complete	IT Manager	<p>Velopark should now be considered as the DR site</p>	<p>More robust back up system in the process of installation.</p>
IT4	Data Loss	In	DF&R	7	5	7	2	14	7	2	<p>Daily backups - offsite storage of tapes - user training and awareness</p>	31/12/2014	IT Manager	<p>New backup system now installed, which no longer uses tapes. Backup is now replicated to a server at the Velopark</p>	<p>Policy reviewed with MT for approval.</p>
IT5	Misuse or Abuse of Authority Electronic Systems	In	DF&R	7	5	7	2	14	7	2	<p>IT Usage Policy - staff awareness - random audits - internet monitoring software</p>	On going - annual update	IT Manager	<p>Revised IT usage policy awaiting review by SMT and Trust management then approval by Members & Trust board</p>	<p>Reviewed with MT for approval.</p>
IT6	Corporate Application Failure	In	DF&R	6	5	6	3	18	6	3	<p>Daily backups - offsite storage of tapes - monthly external health checks - external maintenance agreements with supplier</p>	On going	IT Manager	<p>New backup system now installed, which no longer uses tapes. Backup is now replicated to a server at the Velopark</p>	<p>More robust back up system in the process of installation.</p>
IT7	Hardware & O/S Failure	In	DF&R	7	5	7	2	14	7	2	<p>External hardware warranties - external support agreements - 3-4 year replacement programme - Monthly O/s update downloads</p>	On going	IT Manager	<p>Ongoing as part of annual IT hardware replacement programme</p>	<p>part of annual IT hardware replacement programme.</p>

Key
 Score 45-81 High Risk
 Score 9-48 Moderate risk
 Score 1-18 Low risk

Ongoing actions to address reduced risk areas

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LEGAL & PROPERTY SUB RISK REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score			Residual Risk Score			Completion Date of Actions	Officer(s) Responsible	26/02/2015	27/02/2014	27/02/2014
				Impact	Likelihood	Total Score	Impact	Likelihood	Total Score					
L&P1	LEGAL Failure to seek legal advice at the appropriate stage	E												
L&P2	delayed legal action	In E	BF	8	8	64			Financial Regulations. Procurement process. Project management file and manager training.					
L&P4	PROPERTY Reduction of rental income from property	S	SR	6	5	30	4	2	8	seeking stronger covenants for longer rental streams when lettings/assignments under negotiation	ongoing	Head of Property Services	As opportunities arise	as opportunities arise
L&P5	Illegal Occupation	S E SR	SR	8	8	64	8	2	16	Importance understood by Rangers and managers. Annual inspections of all boundaries by Property. QMS to deal with incursions more frequent scheduled monitoring of properties. Role embodied in Trust obligations	ongoing	ADL&P Head of Property Services	n/a	n/a
L&P6	Catastrophic Events (structural failures, water ingress, poor repairs, M&E not maintained)	In S E SR	SR	9	9	81	5	3	15	Further training and monitoring	ongoing	Head of Property Services	Maintenance schedules prepared and watching brief on all properties	maintenance schedules prepared and watching brief on all properties
L&P7	Property management	In SR	SR	8	8	64	5	3	15	Property records, MPGs, RICS Code of Practice, historic database, diaries, compliance of agreements	ongoing	Head of Property Services	Continually striving for best practise, compliance with RICS standards	Ongoing training in compliance with RICS standards
L&P8	Landlord and Tenant events	In SR	SR	7	8	56	5	2	10	Introduction of dedicated, interactive database more regular monitoring and earlier action as appropriate	ongoing	Head of Property Services	New systems established	new systems established
L&P9	Deleterious materials	In S	SR	7	7	49	4	3	12	Asbestos register, legionella checks, and regular monitoring of physical signs of deterioration	ongoing	Head of Property Services	Schedules regularly updated	Schedules regularly updated

LEGAL & PROPERTY SUB RISK REGISTER AS AT 26 FEBRUARY 2015

Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Completion Date of Actions	Officer(s) Responsible	27/02/2014	26/02/2015	27/02/2014
				Impact	Likelihood	Total Score	Impact	Likelihood	Total Score						

Key

-  Score 45-81 High Risk
-  Score 09-48 Moderate risk
-  Score 01-18 Low risk

 Ongoing actions to address reduced risk areas

PARTNERSHIPS & PLANNING SUB RISK REGISTER AS AT 26 FEBRUARY 2015





Risk ID	Risk Name	Critical Success Factor	Lead Director	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Completion Date of Actions	Officer(s) Responsible		
				Impact	Likelihood	Total Score	Impact	Likelihood	Total Score					
	PARTNERSHIPS													
P1	The Authority enters into Partnerships which do not fulfill its strategic aims	B	CE	6	5	30	6	3	18	Partnership Framework (July 2008). This requires that all Partnerships are in line with Strategic Aims	On going in line with the policy	HoSP	Ongoing	Ongoing
P2	The Authority becomes liable for significant levels of expenditure	S	CE	8	5	40	8	2	16	Partnership Framework (July 2008). This requires that Executive Committee has responsibility for agreeing to contributions of over £5,000. All contributions are subject to Prudential Code.	Review all reports	HoSP	Ongoing	Ongoing
P3	Duplication of officer time due to engagement in partnerships which fulfill broadly the same issues and aims	E	S	5	4	4	5	2	4	Partnership Policy (July 2008) identifies the need to set up a corporate register of partnerships. Still not completed.	Review all reports	HoSP	Ongoing	Ongoing
	PLANNING													
P4	The Authority carried out works without the benefit of planning permission.	E	CE	5	6	30	5	3	15	Head of Planning Planning officer team Upper & Lower Lee Valley creeks	Process required to provide guidance on the circumstances when planning permission is required supported by staff awareness	HoSP	Ongoing	Ongoing

Key
 Score 45-81 High Risk
 Score 9-48 Moderate risk
 Score 1-18 Low risk
 Ongoing actions to address reduced risk areas

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PROCUREMENT SUB RISK REGISTER AS AT 26 FEBRUARY 2015

APPENDIX C

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Completion Date of Actions	Officer(s) Responsible	26/02/2015	27/02/2014
		Critical Success Factor	Lead Director	Impact	Likelihood	Total Score	Existing Controls					
RISK 7	Preferred option/solution is more costly than initially anticipated	S	D R&B	6	4	24	Purchasing research of supplier market/soft market testing	6	3	18		Pre-Procurement Engagement (PPE) implementation underway. Process/Procedure to be put in place to ensure PPE (informal market testing) takes place before any formal tendering process dependent on complexity of requirements particular to Works and Services (New Financial Regulations 2015 (Budget Identification, Specification and Evaluation - Scopes this requirement)) Pre-procurement engagement implementation underway. Process/Procedure to be put in place to ensure Pre-Procurement Engagement (informal market testing) takes place before any formal tendering process, dependent on complexity of requirements particular to Works and Services.
RISK 8	Operational Risk Associated reputational risk through Supplier(s) failure to meet or fulfil their contractual obligations (i.e. performance issues in relation to delivery/time scheduling, cost and quality standards (potentially resulting in shortfalls for delivering the end-user/customer and/or project stakeholder requirements), or failing to ensure a seamless service due to key personnel leaving the Supplier/Contractor (e.g. Account manager).	P, S	D R&B	6	6	36	Contract management	6	3	18		Procurement advising clients on each contract. Additional training to be implemented in line with the release of new Finance Regulations 2014 Procurement advising clients on each contract. Additional training to be implemented in line with the release of new Finance Regulations 2015
RISK 9	Contract Manager/Lead Officer leaves the Authority	S	D R&B	6	3	18	Existing staff cover	6	3	18		Procurement process now identifies clients at initialisation stage. On going during 2014/15 work programme Procurement process now identifies clients at initialisation stage. On going during 2014/15 work programme
RISK 10	Contract Renewal - Change of Supplier/Contractor (Transition period)	B, In, S	D R&B	7	5	35	Contractual conditions and contract management	7	2	14		On going in 2015 work programme & planning. Supplier financial & qualitative risk assessments included in processes prior to contract award. Contract Management thereafter On going in 2014 work programme & planning. Supplier financial & qualitative risk assessments embedded in processes prior to contract award. Contract Management thereafter

Key
 Score 45-81 High Risk
 Score 09-48 Moderate risk
 Score 01-18 Low risk



Ongoing actions to address reduced risk areas