

Presented by Dan Buck, Corporate Director

8 URGENT BUSINESS

Such other business as in the opinion of the Chairman of the meeting is of sufficient urgency by reason of special circumstances to warrant consideration.

9 EXEMPT ITEMS

Consider passing a resolution based on the principles of Section 100A(4) of the Local Government Act 1972, excluding the public and press from the meeting for the items of business listed on Part II of the Agenda, on the grounds that they involve the likely disclosure of exempt information as defined in those sections of Part I of Schedule 12A of the Act specified beneath each item. (There are currently no items listed for consideration in Part II.)

14 October 2020

**Shaun Dawson
Chief Executive**

LEE VALLEY REGIONAL PARK AUTHORITY

AUDIT COMMITTEE MINUTES 2 July 2020

Members Frances Button (Chairman) Graham McAndrew
In remote presence: John Bevan Terry Wheeler
David Gardner John Wylie

Apologies Received From: Simon Walsh

Officers Shaun Dawson - Chief Executive
In remote presence Simon Sheldon - Director of Finance & Resources
Beryl Foster - Deputy Chief Executive
Keith Kellard - Head of Finance
Sandra Bertschin - Committee & Members' Services Manager

Also in remote Attendance: Julian Cheyne (Save Lea Marshes)

Part I

The Chair welcomed new Members to the Audit Committee.

190 DECLARATIONS OF INTEREST

There were no declarations of interest.

191 PUBLIC SPEAKING

No requests from the public to speak or present petitions had been received for this meeting.

192 DRAFT UNAUDITED FINAL ACCOUNTS 2019/20 Paper AUD/112/20

The report was introduced by the Head of Finance including that the external audit this year would include analysis of the Authority as a 'going-concern' as a consequence of the pandemic.

In response to a Member it was advised that the Authority had put in place an emergency budget for 2020/21 which if delivered ensured the Authority's financial position for the year and its categorisation as a 'going-concern'.

- (1) the draft Statement of Accounts for 2019/20;
- (2) the Annual Governance Statement for 2019/20 and shown at Appendix C to Paper AUD/112/20; and
- (3) that any changes recommended by the Auditor at the conclusion of the Audit can be approved by the acting S151 officer in conjunction with the Chair of the Audit Committee and will be signed off by 30 November 2020 was approved.

The Chair endorsed previous best wishes for the Director of Finance & Resources retirement and looked forward to working with the Head of Finance.

Chairman

Date

The meeting started at 3.50pm and ended at 3.58pm

LEE VALLEY REGIONAL PARK AUTHORITY

**AUDIT COMMITTEE MINUTES
25 JUNE 2020**

**Members
in remote attendance:**

**Frances Button (Chairman)
John Bevan
Graham McAndrew**

**Simon Walsh
John Wyllie**

**Officers
in remote attendance**

**Shaun Dawson - Chief Executive
Simon Sheldon - Director of Finance & Resources
Dan Buck - Corporate Director
Keith Kellard - Head of Finance
Victoria Yates - Head of HR
Vince Donaldson - Senior Contracts & Quality Manager
Sandra Bertschin - Committee & Members' Services Manager**

Also in remote attendance:

**Stuart Coogan – Mazars (internal auditor)
Neil Harris – Ernst & Young (external auditor)
Joe Ryan – RDHS (Health & Safety consultancy)**

Part I

182 DECLARATIONS OF INTEREST

There were no declarations of interest.

183 MINUTES OF LAST MEETING

THAT the minutes of the meeting held on 27 February 2020 be approved and signed.

184 PUBLIC SPEAKING

No requests from the public to speak or present petitions had been received for this meeting.

**185 ANNUAL REPORT ON THE WORK OF INTERNAL AUDIT
2019/20 AND AUDIT PLAN 2020/21**

Paper AUD/110/20

The report was introduced by the Director of Finance & Resources highlighting that an opinion of Substantial Assurance had been provided by the Internal Auditors.

Stuart Coogan (Mazars) advised that:

- no impairments or restriction in scope had been found in the audit;
- the context of operational activities audited in the 2019/20 Internal Audit Report had changed and follow up work may need to be adjusted to account for changes in controls and management;
- there had been three 'limited' assurances and work to address these areas was in progress; and

- overall the position was positive.

In response to a Member regarding the impact of Covid-19:

- Stuart Coogan advised that the 2020/21 work plan included contingency time and that could be used to form an opinion on the impact of Covid-19 if required; and
- the Director of Finance & Resources advised that the end of year audit will focus on the Authority's 'going concern' status as a result of Covid-19 and that the Risk Register now included a sub-register on the environment around Covid-19.

(1) the annual report of the Internal Auditors for 2019/20 detailed in Appendix A to Paper AUD/110/20 was noted; and

(2) the annual Audit Plan for 2020/21 as detailed in Appendix B to Paper AUD/110/20 was approved.

186 EXTERNAL AUDIT PLAN AND FEES UPDATE

Neil Harris (EY) gave an oral update including:

- productive discussions had been held with the Finance team regarding preparedness for audit of the end of year financial statements;
- judgement would also be made on the financial viability of the Authority as a 'going concern' in response to financial constraints because of Covid-19. Any material uncertainty will need to be disclosed, such as funding gaps, cost pressures and reduction in income;
- also to be included will be judgements on valuations, material uncertainties and Pension Fund volatility because of Covid-19;
- the EY audit team was well prepared and ready to start the audit next week;
- he had been kept informed of the new arrangements for S151 responsibilities and was content that the proposed agreement with the London Borough of Enfield was adequate and he had no significant concerns; and
- determination by Public Sector Audit Appointments of EY's request for additional fees for the 2018/19 audit was expected shortly.

In response to queries from the Chairman regarding conduct of the audit, Neil Harris advised:

- there would be consistency of staff at Audit Manager level. The Audit Manager knew the Authority and the procedures to be completed;
- any concerns regarding conduct of the audit should be raised with the Audit Manager, but as the Authority's Head of Finance was always well prepared and worked proactively with the auditors, no issues were anticipated;
- in light of social distancing a lot of the audit would be undertaken remotely and the use of technology platforms would be encouraged;
- he was cautious about an end of July target to conclude the audit as although areas of work under EY's control would be prioritised, EY had less control over provision of Pension Fund assurances as information was provided by another organisation and EY were dependant on timely receipt of the required information; and
- should he have any particular concerns during the audit he would raise these at the earliest opportunity.

The Chief Executive advised that the Authority was developing a strategic recovery plan in response to Covid-19 to ensure confidence in the Authority as a 'going concern'.

187 ANNUAL REPORT ON HEALTH & SAFETY AND
HEALTH & SAFETY AUDIT PLAN 2020/21

Paper AUD/109/20

The report was introduced by the Corporate Director, including appreciation of RD Health & Safety's ongoing support in relation to Covid-19.

Joe Ryan (RDHS) advised:

- the Authority had a strong and effective system over risk and Health & Safety which provides a higher level of assurance;
- for 2020/21 Health & Safety audits a stretch target of 95% was recommended;
- RDHS continued to support the Authority in regard to Covid-19 and reopening of venues.

Members commended the Health & Safety Annual Performance Review by RDHS.

In response to a Member's concern regarding staff access to broadband in order to access e-learning modules and other resources it was advised that:

- e-learning platforms could be accessed by staff without being on the Authority's network;
- should staff not have home broadband they could access broadband by visiting a venue;
- given the current prolonged period of working from home, considerable focus had been given to provision of mental health and wellbeing e-learning and resources.

- (1) the annual report of RD Health & Safety for 2020/21 detailed in Appendix A to Paper AUD/109/20 was noted;
- (2) the aims and objectives for 2020/21, set out in Appendix A in the annual report of RD Health & Safety; and
- (3) the signing of this year's Health & Safety Policy Statement attached as Appendix B to Paper AAUD/109/20 was approved.

188 RISK REGISTER 2020/21

Paper AUD/111/20

The report was introduced by the Corporate Director, including that Covid-19 and 'going concern' sub risk registers had been developed.

The Chairman commended updates to the Strategic Risk Register.

- (1) the Corporate Risk Register included at Appendix A and the sub-registers at Appendices B and C of Paper AUD/111/20 was approved.

189 PROVISION OF FINANCIAL MANAGEMENT AND ACCOUNTANCY SUPPORT
JULY 2020 – JULY 2021

The Chief Executive advised:

- subject to consideration by the Audit Committee, Executive Committee had earlier approved entering into a Service Level Agreement with the London Borough of Enfield for the provision of financial management and support as set out; and
- the arrangement with the London Borough of Enfield would provide opportunities for professional development and other benefits to the Authority's Finance staff.

The Chairman advised she had attended the earlier Executive Committee when two senior finance officers from the London Borough of Enfield had provided reassurance as to the benefits of the proposed Service Level Agreement. Following Executive Committee she had sought to obtain an organisation chart for the London Borough of Enfield. The Committee agreed that subject to receiving an organisation chart showing the management structure as stated by the two senior finance officers, it was supportive of entering into the proposed Service Level Agreement.

Chairman

Date

The meeting started at 1.01pm and ended at 2.07pm



LEE VALLEY REGIONAL PARK AUTHORITY

AUDIT COMMITTEE

22 OCTOBER 2020 AT 12:30

Agenda Item No:

7

Report No:

AUD/113/20

RISK REGISTER 2020/21

Presented by the Corporate Director

SUMMARY

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

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

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

RECOMMENDATION

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

BACKGROUND

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

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

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

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

3 Each financial year the relevant authority must:

- (a) conduct a review of the effectiveness of the system of internal control required by regulation 3; and**
- (b) prepare an annual governance statement - This statement must be published together with the statement of accounts and the narrative statement in accordance with Regulation 10.**

4 Assurance of the Authority's internal control system is derived through the work of the internal audit function (undertaken by Mazars for the Authority); and also through the monitoring of processes put in place by management and other external bodies including those around risk management and health & safety. This provides evidence which allows the Authority to form conclusions on the adequacy and effectiveness of the systems of internal control and also on the efficiency of operations.

5 Risk management is not solely a focus on the finances of the Authority. The scope of internal control spans the whole range of the Authority's activities and includes those controls designed to ensure:

- the Authority's policies are put into practice;**
- the organisation's values are met;**
- laws and regulations are complied with;**
- required processes are adhered to;**
- financial statements and other published information is accurate and reliable; and**
- human, financial and other resources are managed efficiently and effectively.**

6 The Authority approved a Risk Management Framework in April 2005 (Paper A/3798/05). The Risk Management Framework and more specifically, the Risk Register, was developed by Members and senior officers under the guidance of the internal auditors through a number of workshops and meetings. Members have regularly reviewed the register at each Audit Committee, adding in their own comments and improvements.




7 Since this time Members have consistently (and in depth) reviewed the Corporate Risk Register and revised the strategy, format, and content. The strategy has been revised and updated twice since 2005 at the Audit Committee (May 2010, Paper AUD/06/10 and June 2012 Paper AUD/30/12). The strategy has been reviewed

again by officers and Members as part of the Risk Management Workshop and was formally approved by the Audit Committee in June 2018 (Paper AUD/90/18).

REVIEW OF THE STRATEGIC RISK REGISTER

- 8 The current Strategic Risk Register is reviewed by officers and Members on an on-going basis and signed off at each Audit Committee.
- 9 Members last considered the risk register at the Audit Committee in June 2020 (Paper AUD/111/20).
- 10 Since the June Committee officers have incorporated approved Member revisions, reviewed the register, considered potential new risks and the scoring. This includes the risk sub register that was considered and agreed by the Leisure Services Contract (LSC) Working Group to give greater detail and management emphasis to managing the risks and actions in relation to the LSC Contract Retender (Strategic Risk SR9). This is attached as Appendix B to this report. Some of the impacts of the Covid-19 pandemic had been included within the current Risk Register but a sub risk register was populated to specifically review these impacts. This is attached as Appendix C to this report.

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

Risk	Residual Risks 14 February 2019	Residual Risks 20 June 2019	Residual Risks 19 September 2019	Residual Risks 27 February 2020	Residual Risks 25 June 2020	Residual Risks 22 October 2020
	3	3	2	3	5	5
	9	9	9	7	7	7
	7	7	8	9	8	8
Total Risks	19	19	19	19	20	20
Notional Score	495	479	462	478	599	581

- 12 The key point to note since the last review of the register is the overall decrease in the corporate risk register residual notional score. The operational and financial risks from the LSC Contract Retender (SR9) are still in place, which had moved from amber to red, though the likelihood of this has decreased with the withdrawal of the challenge from Lee Valley Leisure Trust Ltd (the Trust). This is also reflected within the LSC sub register where some of the individual risks are showing an improvement. Decisions taken to mitigate these risks have been approved by full Authority and monitoring of these risks is taking place at each Executive Committee, Senior Management and officer level. A verbal update will be presented at Committee to advise Members regarding progress. There are still continued financial and operational risks caused by the Covid-19 pandemic and its effects on the Authority's business and flow of income.

Changes to the register are in red font to indicate changes since the last Audit Committee risk register paper and the changes due to risks within SR9 and the sub-registers are highlighted red.

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 AGS 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.
- 17 Due to the impact of the Covid-19 pandemic, an emergency budget was approved by Members in May at Executive Committee (Paper E/674/20) following a briefing paper to full Authority on the budget implications in April. The impact of Covid 19 will have a long term effect on both the Authority and other businesses and will require close monitoring of the Authority's cash reserves over the coming year as well as being an important factor in the 2021/22 budget/levy setting process and for the medium term financial plan.

HUMAN RESOURCE IMPLICATIONS

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

LEGAL IMPLICATIONS

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

RISK MANAGEMENT IMPLICATIONS

- 20 These are dealt with through the main body of the report and through the revised register. Covid-19; the Ice Centre; the Picketts Lock Development; the Leisure Services Contract retender projects; and the implementation of the Land & Property Strategy are recognised as the highest corporate risks facing the organisation. Continuing mitigation against these identified risks is demonstrated by the proposed actions in the strategic register as set out in Appendix A to this report and primarily through implementing and delivering a Corporate Work Programme for 2021/22 followed by a revised approved Business Plan.

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BACKGROUND REPORTS

Lee Valley Regional Park Authority Risk Management Strategy June 2018

PREVIOUS COMMITTEE REPORTS

Audit Committee	AUD/111/20	Risk Register 2020/21	25 June 2020
Executive Committee	E/674/20	Emergency Budget 2020/21	21 May 2020
Audit Committee	AUD/106/20	Risk Register 2019/20	27 February 2020
Audit Committee	AUD/104/19	Risk Register 2019/20	19 September 2019
Audit Committee	AUD/101/19	Risk Register 2019/20	20 June 2019
Audit Committee	AUD/97/19	Risk Register 2018/19	14 February 2019
Audit Committee	AUD/94/18	Risk Register 2018/19	20 September 2018
Audit Committee	AUD/90/18	Risk Register 2018/19	21 June 2018
Audit Risk Workshop			07 June 2018

LIST OF ABBREVIATIONS

AGC	Annual Governance Statement
LSC	Leisure Service Contract
the Trust	Lee Valley Leisure Trust Ltd (trading as Vibrant Partnerships)

APPENDICES ATTACHED

Appendix A	2020/21 Corporate Risk Register – Authority
Appendix B	2020/21 Sub Register LSC tender (SR9)
Appendix C	2020/21 Sub Register Covid 19 Pandemic
Appendix D	Risk Scoring Criteria (extract from the approved risk management strategy (June 2018)).

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STRATEGIC RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Updated Comments	Updated Comments	
		Lead	Impact	Likelihood	Impact	Likelihood	Total Score						
SR 3	Resources I.T. Infrastructure does not meet future business need requirements. Authority requires funding for updating or improving I.T infrastructure	HoIT	9	4	36	8	3	24	CD	<p>Updated Comments 22/10/2020</p> <p>HR Payroll implementation in pilot phase underway. Delayed by Covid. Now to be completed by Aug 2020.</p> <p>Systems decoupling ongoing. Finance systems upgrade to start in July 2020.</p>	<p>Updated Comments 25/06/2020</p>		
	The Authority fails to recruit/retain staff at all levels of the appropriate calibre	CEO	8	8	64	4	4	16	CEO HoF	<p>Ongoing Monitoring</p>	<p>On-going</p>	<p>Updated Comments 22/10/2020</p> <p>HR Payroll implementation in pilot phase underway. Delayed by Covid. Now to be completed by Aug 2020.</p> <p>Systems decoupling ongoing. Finance systems upgrade to start in July 2020.</p> <p>Support Services near to go live. HR/IT Strategy defined as part of 2020-25 business plan. New management structure approved by Executive now operational. Staff forough increase in operation but still will end on 31st October 2020.</p>	<p>Updated Comments 22/10/2020</p> <p>HR Payroll implementation in pilot phase underway. Delayed by Covid. Now to be completed by Aug 2020.</p> <p>Systems decoupling ongoing. Finance systems upgrade to start in July 2020.</p> <p>Support Services near to go live. HR/IT Strategy defined as part of 2020-25 business plan. New management structure approved by Executive now operational. Staff forough increase in operation but still will end on 31st October 2020.</p>
SR 4	Financial Management Financial Risks of over/under spent budget through non-achievement of income targets or inaccurate budget forecasting. Insufficient Resources to meet objectives	HoF	9	9	81	9	8	72	HoF	<p>Ongoing budget monitoring & review MTFP in September</p>	<p>Executive Quarterly Monitoring</p>	<p>Updated Comments 22/10/2020</p> <p>Medium Term Financial Plan, key aspects of 2025 business plan all considered as part of Emergency Budget Paper in May. £7m hit on cash reserves. Continued monitoring of Government through scheme allowing the Authority to reduce staff costs.</p>	<p>Updated Comments 22/10/2020</p> <p>Medium Term Financial Plan, key aspects of 2025 business plan all considered as part of Emergency Budget Paper in May. £7m hit on cash reserves. Continued monitoring of Government through scheme allowing the Authority to reduce staff costs.</p>
SR 5	Governance & Leadership												

STRATEGIC RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score	Residual Risk Score	Impact	Likelihood	Total Score	Source of Assurance	Further Actions Needed to reduce Risk	Deadline for Completion of Actions	Officer(s) Responsible	Updated Comments	Updated Comments
	Lack of a clear corporate direction	9	9	9	2	18	Existing Controls SMT Authority meetings Business Plan 2016-19 MTPP to 2024 Levy Strategy Land & Property Strategy Vision 2010-2020	Set out 2020-2025 Business Plan	23/01/2020	CEO	Medium Term Financial Plan, key aspects of 2020 business plan all considered as part of Emergency Budget and Levy Paper in May. Ongoing financial risks due to BRT and BRT and subject to Executive Committee & SMT Monitoring	Medium Term Financial Plan, key aspects of 2020 business plan all considered as part of Emergency Budget and Levy Paper in May. Ongoing financial risks due to BRT and BRT and subject to Executive Committee & SMT Monitoring
	Challenges to Authority's powers to raise the Levy on all constituent councils	9	9	9	1	9	Stakeholder engagement Clear Budget/Levy Direction Funded Financial Plan Statutory Levy Raising Powers Monitoring of Legislation	Set out 2020-2030 Vision	Quarterly Monitoring 23/01/2020	CEO		

STRATEGIC RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Updated Comments 22/10/2020	Updated Comments 25/06/2020
		Lead	Impact	Likelihood	Lead	Impact	Likelihood					
SR6	Reputation/Communication Impact on Authority's reputation due to services failure, damaged stakeholder and/or contractor relationships.	HoC	7	5	35	6	3	18	Quarterly Monitoring Report	HoC	Common plans revised to deal with pandemic, venue closures and venue re-opening, changes to activities, then focus on revenue generation, staff resource and safety management on LV WYFC and companies. Close working with Irish, UK and other stakeholders during the period and into the future. Communications being implemented during this time to support key business requirements and emerging issues – eg reopening of venues including the RCA Events including the RCA Casino Station European Championships cancelled.	Common plans revised to deal with pandemic, venue closures and venue re-opening, changes to activities, then focus on revenue generation, staff resource and safety management on LV WYFC and companies. Close working with Irish, UK and other stakeholders during the period and into the future. Communications being implemented during this time to support key business requirements and emerging issues – eg reopening of venues including the RCA Events including the RCA Casino Station European Championships cancelled.
SR7	Business Continuity 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	5	3	15	Audit Recommendations Implemented Further training and testing. LSC Contractor - alignment re risk and continuity	CD	Process in place for 2019/20. Health Safety contract review was completed to ensure fit for purpose come April '21 and was revised to reflect the venue coming back in house for an interim period. Business Continuity Policy was associated procedures being updated by officers after feedback from external audit and was better management structure.	Process in place for 2019/20. Health Safety contract review was completed to ensure fit for purpose come April '21 and was revised to reflect the venue coming back in house for an interim period.

STRATEGIC RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion	Responsible	Updated Comments
		Lead	Impact	Likelihood	Lead	Impact	Likelihood				
	Inadequate pandemic management processes in place partwide following major pandemic outbreak/ Potential second spike in Covid 19 and further lockdown	CEO	9	7	9	7	63	Executive Quarterly Monitoring	CEO/ CD	Updated Comments 22/10/2020 Pandemic procedures and processes to be reviewed and updated. Separate Sub Risk Register implemented to deal with required actions. Risk Register reviewed and updated.	
								Further actions needed (if Treat, further actions needed)			Updated Comments 25/06/2020 Pandemic procedures and processes to be reviewed and updated. Separate Sub Risk Register implemented to deal with required actions.
SR8	Environmental Management 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	7	2	14	Ongoing monitoring	DCEO	Ongoing monitoring in line with Land Contamination Strategy & Policy	

STRATEGIC RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score				Residual Risk Score				Further Actions Needed to reduce Risk	Deadline for Completion Actions	Director(s) Responsible	Updated Comments	Updated Comments	
		Lead	Impact	Likelihood	Total Score	Lead	Impact	Likelihood	Total Score						
SR10	Implications of implementing Land & Property Strategy Purchases- Opportunity Cost of Resources, Reducing Available Resources or Increasing future liabilities	DCEO	8	6	48	7	2	14	Existing Controls 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 Exec Monthly M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA -Annual Audit Letter	Tolerate Tolerate/Transfer/Treat/Terminate	HoP	31/03/2020	Updated Comments 22/10/2020 Property not purchased, no new purchases currently planned and future purchases will be put on hold until financial reserves allow. This will be a longer term strategy as the Authority will need to rebuild reserves due to the Covid-19 pandemic.	Updated Comments 25/06/2020 Property not purchased, no new purchases currently planned and future purchases will be put on hold until financial reserves allow.
	Disposals - Legal challenges, Reputational Damage, reduced public access or biodiversity, Failure to deliver anticipated capital resources through land disposal due to the constraints imposed by the riparian borough/districts and other agencies, e.g. green belt/flood risk/contaminated land	DCEO	8	7	56	8	5	40	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 Meetings M Working Groups IA Audit Plan EA -Annual Audit Letter	Treat	HoP	31/03/2020	All disposals 2016/20 disposals completed.	All planned 2018/20 disposals completed.
SR11	Impact of Brexit on Authority Failure in Strategic Ratio 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	6	6	36	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 Meetings M 1/4ly Authority Meetings M Working Groups IA Audit Plan EA -Annual Audit Letter	Treat	DCEO/ HoP	Ongoing	Potential risk needs ongoing monitoring particularly in relation to Finance and future strategic investments, and 2nd party contacts.	Potential risk needs ongoing monitoring particularly in relation to Finance and future strategic investments, and 2nd party contacts.

591

Score 45-61 High Risk
Score 18-42 Moderate risk
Score 1 - 16 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"

LEISURE SERVICE CONTRACT SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Updated Comments 22/10/2020	Updated Comments 25/06/2020	
		Lead	Impact	Likelihood	Lead	Impact	Likelihood						
SR1	Legal												
	Failure to comply with Public Procurement Regulations	DCEO	7	9	5	1	5	 Total Score 5	 Treat	Continue to receive external consultancy advice and report to Members	Monthly	CD S&L	Members received and approved report on final assessed tenders and appointed Preferred Contractor selected and approved by Members. Legal challenge to procurement has been withdrawn and negotiations have started to aim for an April 1st 2021 start
	Process delayed by legal challenge before November 1st 2018	DCEO	7	8	9	6	54	 Total Score 54	 Treat	On going monitoring and assessment of procurement at Officer & Member commissioning groups. Report on outcome of tendering process	Weekly	CD S&L	Preferred Contractor selected and approved by Members. Legal challenge to procurement has been withdrawn and negotiations have started to aim for an April 1st 2021 start

LEISURE SERVICE CONTRACT SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officers (Responsible)	Updated Comments 22/10/2020	Updated Comments 25/08/2020
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood					
SR2	Contractual New contractual arrangements not in place by 1 April 2020	DCEO	7	8	56	9	6	54	Weekly	CD S&L	Members approved the temporary transfer back in-house due to the legal challenge and the new contract can be signed. Now the procurement challenge has been dropped by the Trust, all contract negotiations have now started with the preferred bidder with a target start date of April 1st 2021.	Members approved the temporary transfer back in-house while legal challenge remains
	Existing Service deteriorates as current contract nears end causing failure to deliver on agreed objectives, contractual requirements or terminating contract prior to commencement of new contract	HoF	6	6	36	6	4	24	Executive Quarterly Monitoring	HoF	Q3 LSC monitoring report to Executive 27/9/20. Q4 25/1/21. Q1 18/3/21 LSC monitoring report due to Executive 25/6/20.	Q3 LSC monitoring report to Executive 27/9/20. Q4 25/1/21. Q1 18/3/21 LSC monitoring report due to Executive 25/6/20.
	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	DCEO	9	4	36	9	3	27	Annual Monthly Inspections & Review.	HoA	Asset Management plan 2019/20 and 2020/21 to address condition condition survey	Asset Management plan 2019/20 and 2020/21 to address condition condition survey

LESURE SERVICE CONTRACT SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Updated Comments 22/10/2020	Updated Comments 25/06/2020
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood					
SR 3	Resources Inadequate I.T: Infrastructural/ Systems/Data for new LSC.	HoF	7	5	35	7	5	35	31/03/2020	HoF/ HoI	Temporary requirements in place from 1 April 2020. New contractor required to have their own IT Systems in place for start of contract, with focus on: PoB and online booking system Migration of MPLS circuits and phone	Support Services Decoupling complete.
	Inadequate Support Services to mitigate legal challenge during procurement process and to ensure adequate resources for contract mobilisation	HoF	7	6	66	6	1	6	31/10/2019	HoF	Support Services Decoupling complete.	Support Services Decoupling complete.

LEISURE SERVICE CONTRACT SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Updated Comments 22/10/2020	Updated Comments 25/08/2020
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood					
SR 4	Financial Management Financial Risks of contractor failure and Authority to assume control of venues	Hof	9	6	54	9	5	45	31/09/2018	CD SAI	Members approved the temporary transfer back in-house due to the legal challenge and until the new contract can be signed. However the procurement challenge has been dropped by the Trust, first contract negotiations have now started with the preferred bidder with a target start date of April	Members approved the temporary transfer back in-house while legal challenge remains
SR5	Governance & Leadership Contractor fails to provide the governance structures and leadership to deliver the statutory, financial and best practice requirements of the contract.	CEO	7	7	49	7	2	14	30/11/2019	CEO	Preferred bidder selected and approved and meets requirements	Preferred bidder selected and approved and meets requirements

LESURE SERVICE CONTRACT SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Total Score	Impact	Likelihood	Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officers(s) Responsible	Updated Comments 22/10/2020	Updated Comments 25/06/2020
		Lead	Impact	Likelihood	Lead	Impact	Likelihood								
SR6	Reputation/Communication Retendering of the contract requires engagement in the wider market including the existing contractor. Failure to deliver a fair and transparent process could damage the Authority's reputation in this and future tendering processes	CD S&L	7	7	49	5	1	5	5	 (If Treat, further actions needed) Tolerate/Treat/Ignore/Treat/Treat	31/05/2019	CD S&L	Updated Comments 22/10/2020 Set of Q and A and position statements written and regularly reviewed to ensure as they arise	Updated Comments 25/06/2020 Complete	
SR7	Business Continuity														

LEISURE SERVICE CONTRACT SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score	Residual Risk Score	Lead	Impact	Likelihood	Total Score	Existing Controls	Source of Assurance	Further Actions Needed to reduce Risk	Deadline for Completion	Officer(s) Responsible	Updated Comments	Updated Comments
	Inadequate business continuity implementation during procurement phase and during mobilisation of new contract.	7	4	CEO	7	4	28	<p>Emergency Action Planning</p> <p>Disaster Recovery Plan</p> <p>Business Interruption Insurance Adequate</p> <p>Cover arrangements exist for Senior Management</p> <p>Site DRP & Management Plans Joint</p> <p>Trust/Authority Training Insurance</p> <p>Polices/Funds General Reserves</p> <p>H&S Audits</p> <p>Services Decoupling IT/HR/Finance</p>	<p>EA - Annual Audit Letter</p> <p>IA Audit Plan and monitoring visits</p> <p>SMT Weekly Meeting Minutes</p> <p>MI Exec Monthly</p>	<p>Audit Recommendations implemented</p> <p>Further training and testing.</p> <p>Align Contractor Risk Register - to Authority risk register to ensure continuity</p>	Quarterly Monitoring	CD,S&L	<p>Authority contract mobilisation team in place work programmes and actions in progress. This is being adjusted based on the decision to bring the venue back in house for a period of time. Although venues back in house, all reporting of venues commenced in July with 2-3-19 place to ensure all H&S and other Government regulations complied with.</p> <p>Authority contract mobilisation team in place work programmes and actions in progress. This is being adjusted based on the decision to bring the venue back in house for a period of time. Although venues back in house, all reporting of venues commenced in July with 2-3-19 place to ensure all H&S and other Government regulations complied with.</p>	

COVID-19 PANDEMIC SUB RISK REGISTER AS AT 22.OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Comments
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood				
SRI	Legal Failure to comply with Covid-19 Health & Safety legislation	CD	9	6	7	2	14	Pandemic Procedure & H&S Pandemic Risk Reduction Plans delivered.	Executive Quarterly Monitoring	CD (S&L)	COVID -19 Oversight team meet twice a week throughout the pandemic, which has been in place since February 2020. Pandemic Procedure Audits in progress and annual H & S report to members in June.
								Existing Controls 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/sale specific needs			COVID -19 Oversight team continues to meet regularly as they have done throughout the pandemic, which has been in place since February 2020. Pandemic Procedure Audits in progress and annual H & S report to members in June. Facility Covid-19 compliance tracker now in place to monitor re-opening of facilities.
								Source of Assurance EA Ext Audit IA Int Audit SMT Sr Mgmt Team RD H&S MI Members BSC H&S LA Legal Advice APMD Asset Mgmt Team EC Ext Consult PR Performance Review			
								(If Treat, further actions needed) Tolerate/Transfer/Treat/Terminate			

COVID-19 PANDEMIC SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Comments	Comments
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood					
SR2	Contractual Contractors, Governing Bodies not delivering agreed objectives/contract due to limitations imposed by Covid-19 legislation	HoF	7	6	42	7	4	28	Executive Quarterly Monitoring	CD (SAL)	LSC Contract delay, GCM contractor generating procedures to continue service, Covid-19 testing centre lease reviews in place and extensions are on going for this.	LSC Contract delay, GCM contractor generating procedures to continue service, Covid-19 testing centre lease reviews in place and extensions are on going for this.
	Management of Facilities Contracts & failure to maintain assets to a good H&S and operational standard	CD	9	5	45	7	4	28	Monthly Inspections & Review. MPG's checked monthly for completion	HoA	Maintenance Performance Guide audits to be reviewed by APMD. MPG checks part of Covid-19 compliance tracker (statutory checks).	Maintenance Performance Guide audits to be reviewed by APMD. MPG checks part of Covid-19 compliance tracker (statutory checks).

COVID-19 PANDEMIC SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadlines for Completion Actions	Officer(s) Responsible	Comments	Comments
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood					
SR 3	Resources Inadequate I.T. Infrastructure/ Systems/Data support due to staff shortages imposed by furlough process	CD	8	6	48	7	5	35	Monthly review	HoIT	Authority reviewing processes to enable continuity of IT support, factoring in requirement for home working of staff. Furlough scheme ends on 31st October.	Authority reviewing processes to enable continuity of IT support, factoring in requirement for home working of staff. Furlough scheme ends on 31st October.
	The Authority have insufficient staff at all levels available to respond to business demands due to furloughing staff	CEO	6	6	64	6	3	18	Ongoing Monitoring Review of business performance	CEO/ CD	Furlough scheme ends on 31st October and consideration in place to maintain working from home continuity where possible and re-location of staff where not. Authority reviewing furlough processes on an ongoing basis to ensure business continuity is enabled. Flexible furlough part time furlough being utilized where cost effective and necessary. Staff returning from furlough as venues re-open if financially viable.	Furlough scheme ends on 31st October and consideration in place to maintain working from home continuity where possible and re-location of staff where not. Authority reviewing furlough processes on an ongoing basis to ensure business continuity is enabled. Flexible furlough part time furlough being utilized where cost effective and necessary. Staff returning from furlough as venues re-open if financially viable.

COVID-19 PANDEMIC SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officers (e) Responsible	Comments 25/09/2020	Comments 22/10/2020
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood					
SR 4	Financial Management Financial Risks of overfunder 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	9	8	72	Executive Quarterly Monitoring	HoF	Medium Term Financial Plan, key aspects of 2025 business plan all considered as part of Emergency Budget in May.	Medium Term Financial Plan, key aspects of 2025 business plan all considered as part of Emergency Budget in May.
SR5	Governance & Leadership Challenge to Authority's powers to raise the Levy on all constituent councils with changes caused by Covid-19 pandemic on their budgets	CEO	9	7	63	9	1	9	Executive Quarterly Monitoring	CEO	Clear monitoring of budget and reduction in expenditure due to further actions ongoing.	Ongoing

COVID-19 PANDEMIC SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Comments 22/10/2020	Comments 25/06/2020
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood					
SR6	Reputation/Communication Impact on Authority's reputation due to service failure caused by Covid-19 pandemic, damaged stakeholder and/or contractor relationships.	HoC	8	6	48	6	3	18	Quarterly Monitoring Report	HoC	<p>SR6 prioritisation of Comm work to be in with recovery plan and focus on revenue generating areas, especially LV, WWC and WWC, and providing support to open spaces to deal with ASD. Regular communications : # 9, email, virtual all staff briefings, surveys, WhatsApp groups to both fortnightly and non-fortnightly staff. Rapid reaction to Govt announcements and rewording of comm messages, strong commes aimed to encourage visitors to return. Close liaison with other major London parks</p>	<p>Comms planning had been completed for the in-housing of LSC versus and temporary in-housing of the six LSC venues. These plans have been revised and updated to deal with Covid19 and its impact on intensity and externality, and work needed on reopening and relaunching with new emergency budgets. Communications being reworded during this time to support key requirements and emerging issues.</p>
SR7	Business Continuity											

COVID-19 PANDEMIC SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Inherent Risk Score				Residual Risk Score				Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Comments	
	Risk Name	Lead	Impact	Likelihood	Total Score	Source of Assurance	Impact	Likelihood					Total Score
	Inadequate pandemic management processes in place park wide following major international viral outbreak	CEO	9	7	49	<p>Existing Controls</p> <p>Pandemic Planning Procedure Emergency Pandemic Protocols IT Operational Procedures</p>	<p>Source of Assurance</p> <p>EA Ext Audit IA Int Audit SMT Sr Mgmt Team RD H&S M Members BSC H&S LA Legal Advice APMD Asset Mgmt Team EC Ext Consult PR Performance Review</p>	7	5	35	<p>↑</p> <p>↓</p> <p>↕</p> <p>↕</p> <p>↕</p>	Treat Clearer/Transfer/Treat/Minimize If Treat, further actions needed	<p>Comments</p> <p>22/10/2020</p> <p>Pandemic procedure and processes to be reviewed and updated. Separate Sub Risk Register implemented.</p>
SR6	Environmental Management 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	9	81	<p>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.</p>	<p>M 1/4ly Authority Meetings M Working Groups M Exec Monthly SMT Weekly Meeting Minutes</p>	7	2	14	<p>↕</p>	Tolerate	<p>Comments</p> <p>25/06/2020</p> <p>Pandemic procedure and processes to be reviewed and updated. Separate Sub Risk Register implemented.</p>

COVID-19 PANDEMIC SUB RISK REGISTER AS AT 22 OCTOBER 2020

Risk ID	Risk Name	Inherent Risk Score			Residual Risk Score			Further Actions Needed to reduce Risk	Deadline for Completion Actions	Officer(s) Responsible	Comments 22/10/2020	Comments 25/04/2020
		Lead	Impact	Likelihood	Total Score	Impact	Likelihood					
SR9	Major Business Developments 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	8	7	56	Executive Quarterly Monitoring	CEO/ CD	Site investigations completed. Further discussions with developer and London Borough of Enfield ongoing. Due to the impact of COVID-19 pandemic the project will need to be pushed back to allow additional time for the necessary work to be undertaken.	Site investigations completed. Further discussions with developer and London Borough of Enfield ongoing. Due to the impact of COVID-19 pandemic the project will need to be pushed back to allow additional time for the necessary work to be undertaken.
	Leisure Services Contract Retender Failure in Strategic Risks 1-3 above in the retender of the Leisure Services Contract due to impact of Covid-19 restrictions and potential Legal Challenges from winning bidder on removal of restrictions	CEO	9	7	63	9	8	72	Executive Quarterly Monitoring	CEO/ CD	Preferred Contractor selected and approved by Members. Legal challenge to the procurement process has been withdrawn and legal negotiations have begun.	Preferred Contractor selected and approved by Members. Legal challenge to the procurement process has been withdrawn and legal negotiations have begun. Possible challenge from winning contractor on continuing closure of facilities due to Covid-19

639

327

Score 45-61 High Risk
 Score 18-42 Moderate risk
 Score 1- 16 Low risk

Progress in a positive direction i.e. reducing the risk
 Progress is negative and risk is getting worse.
 Progress static: subject to actions or as risk is "tolerated"

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Risk Appetite

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

Impact	9	9	18	27	36	45	54	63	72	81
	8	8	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								

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

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

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

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

Scoring Criteria

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

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