

Risk Identification								Assessment			Risk Management				Residual Risk		
Risk Number	Title	Date Added	Risk Description	Risk Owner	Effect	Category	Status	Probability	Impact	Rating (R-Y-G)	Management Actions Planned	Date	Management Actions Taken	Date Updated	Probability	Impact	Rating (R-Y-G)
NLWA - HL001	Finance	31/01/2012	The Authority has insufficient funds to meet its obligations	Mike O'Donnell	Could have adverse impact on day-to-day service provision and delivery of future services. Unplanned borrowing would be necessary.	Financial / Commercial	Active	1	3	3	The Authority is a mature organisation with no specific new actions planned other than constant vigilance.	On-going	Prudent budgets and contingencies are set every year having regard to specific financial risks in consultation with Members. Effective budgetary control systems and reporting arrangements in place. Appropriate insurance cover in place. Internal and external audit review.	14-Oct-13	1	3	3
NLWA - HL002	Finance	31/01/2012	The Authority's control systems do not provide timely detection of fraudulent or corrupt acts	Mike O'Donnell	The Authority may have to take legal action to recover funds or undertake other remedies. Possible reputational damage.	Financial / Commercial	Active	3	3	9	The Authority is a mature organisation with no specific new actions planned other than constant vigilance and review by internal audit.	On-going	The Authority has mature processes in relation to its main contracts and third party credit payments, and the right to set-off overpayments against future payments. The Authority has embedded a range of control systems in its payment and other financial arrangements and has strengthened its finance team.	14-Oct-13	1	3	3
NLWA - HL003a	Finance	31/01/2012	There is a financial failure of LondonWaste Ltd while in Authority ownership	David Beadle	The value of LWL may be reduced, normal operations may be disrupted, reputation damaged.	Financial / Commercial	Active	1	5	5	Regular Officer contact with LWL senior management incl. Member Shareholder Group, regular financial/operational reporting. Working with LWL to improve profitability and value to the Authority.	On-going	The Shareholder Agreement provides robust controls. The Authority controls the appointment of Directors, capital expenditure and a range of other key matters. Regular detailed reports are received including copies of Board papers and minutes of meetings. A business plan has been approved and up-dated. Regular meetings between Officers & senior management of LWL take place, and the Member Shareholder Group also meets.	14-Oct-13	1	3	3
NLWA - HL003b	Activities	17/10/2013	There is a failure of the Edmonton EFW	Andrew Lappage	Additional cost would be incurred outside the control of the Authority for replacement service or landfill. The value of LWL may be reduced, normal operations will be disrupted, reputation damaged.	Financial / Commercial	Active	1	5	5	Insurance requirements in place with LWL. Internal systems for monitoring the plant in LWL and understood by Authority officers; LWL risk register reviewed and understood.	On-going	Plant inspected and reviewed by external consultants; capital expenditure identified. Working Group established with LWL managers and Authority officers.	14-Oct-13	1	3	3
NLWA - HL004	Activities	31/01/2012	The Authority does not manage and maintain current services to meet statutory or other obligations	Andrew Lappage	Borough waste vehicles unable to discharge loads and return to work.	Operational	Active	1	1	1	Mature service - risk mitigation measures already in place. Continuing regular engagement with LWL (client and shareholder) and monitoring of waste flows.	On-going	Regular engagement with LWL (client and shareholder) to minimise the risk. Emergency Plan to direct boroughs to alternative facility to mitigate the risk. Authority maintains a contingency budget.	14-Oct-13	1	1	1
NLWA - HL005a	Activities	31/01/2012	The Authority does not adequately anticipate impacts of new legislation on services	Andrew Lappage	Urgent need to alter services, potentially at higher cost.	Contractual	Active	1	1	1	Mature service - risk mitigation measures already in place. Continuing regular attendance at National and London officer meetings.	On-going	Regular engagement with DEFRA, BIS, DECC, WRAP at NAWDO meetings, and regular engagement with London Councils and other waste authorities, to understand and influence likely future changes.	14-Oct-13	1	1	1
NLWA - HL008	Procurement	31/01/2012	There is a challenge to the Authority's decisions.	Ursula Taylor	Cost to Authority, drain on resources. Distraction from strategic goals.	Strategic	Active	5	5	25	Ensure effective legal advice relating to decision making; robust internal review of strategies and actions arising.	On-going	Use of external legal advisers as appropriate; analysis of proposed strategies carried out and presented to members; communications activity to ensure understanding of Authority actions by public as well as other stakeholders.	14-Oct-13	1	5	5
NLWA - HL011	Activities	31/01/2012	LondonWaste Ltd fails to maintain regulatory compliance for its services	Andrew Lappage	Unavailability of a LWL facility; Borough vehicles have to tip at alternative facility. Increased cost of service.	Regulatory	Active	1	5	5	Mature service - risk mitigation measures already in place.	On-going	Regular engagement with LWL (client and shareholder) to minimise the risk. Emergency Plan to direct boroughs to alternative facility to mitigate the risk.	14-Oct-13	1	1	1
NLWA - HL012	Organisation	31/01/2012	Staff or visitors are injured at work	David Beadle	Potential impact on service delivery. Potential legal action. Potential reputational damage.	Regulatory	Active	1	3	3	Mature organisation, so no specific actions planned other than regular reviews of procedures and constant vigilance.	On-going	Risk assessments are undertaken by managers for all activities (office & site) in advance.	14-Oct-13	1	3	3
NLWA - HL014a	Organisation	31/01/2012	The Authority does not maintain adequate levels of appropriately qualified and motivated staff	David Beadle	Required service outcomes are delayed, possibly with an adverse financial impact.	HR / People	Active	3	1	3	Review staffing requirements during normal appraisal and business planning cycles and begin planning for requirements for the management of new contracts.	On-going	Risk assessments are undertaken by managers for all activities (office & site) in advance.	14-Oct-13	3	1	3
NLWA - HL015	Organisation	31/01/2012	The Authority does not interact with or respond appropriately to stakeholders and the general public including statutory responsibilities (FoI)	David Beadle	Potential impact on future service delivery, reputational damage and potential regulatory or legal action.	Reputation	Active	1	3	3	Maintain a detailed communications plan. Consider communication aspects of all activities. Maintain specialist staff and where necessary specialist advisers.	On-going	Communications plan up-dated. Recruitment of Communications Manager complete. Specialist advisers appointed.	14-Oct-13	1	3	3
NLWA - HL016	Organisation	05/09/2012	The Authority does not maintain effective partnership working with Constituent Boroughs	David Beadle	Boroughs do not achieve optimum service. NLWA cost of working increases. Reputational damage.	Financial / Commercial	Active	3	3	9	Complete Inter-Authority Agreement (IAA). Maintain multi-level interaction with Borough officers.	On-going	IAA terms identified in discussion with boroughs. Partnership Board established with senior borough and Authority officers; other multi-level meetings (NLWA/Borough) taking place and programmed.	14-Oct-13	1	3	3
NLWA - HL017	Organisation	17/10/2013	The Authority does not have adequate systems in place to ensure continuity of its business operations	David Beadle	Financial impact through failure to manage service provision; impact on governance if procedures not in place for decision making; potential adverse impact on service delivery.	Financial / Commercial	Active	1	5	5	Regular review of business continuity arrangements/procedures.	On-going	Business Continuity procedures in place and understood by staff.	14-Oct-13	1	3	3

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<b>Closed Risks</b>																	
NLWA - HL005b	Activities	31/01/2012	The Authority does not adequately anticipate impacts of new legislation on services	Tim Judson - Procurement	Effect dependent on nature of new legislation. Significant financial impact if renewable energy support changed prior to financial close. Landfill bans and radical changes on packaging also likely to have significant effect. Other changes have more modest impact.	Strategic	Closed	3	3	9	Largely reactive monitoring of European, national, regional and local policy and strategy developments. Representations to relevant body on key issues as they arise. More intensive representations where required.	On-going	Internal team structure established to monitor and identify strategy initiatives and consultations that may be relevant to the Authority's business. Strategy update report provided to Authority meetings on regular basis. Level of activity kept to a minimum reflecting resource priority for procurement. Strategy work focused on strategy issues with major implications. Appropriate change in law positions subject to procurement dialogue.	14-Oct-13	3	3	9
NLWA - HL006	Procurement	31/01/2012	The Authority does not procure appropriate successor services	Tim Judson	Legal breach of European procurement rules and potential legal challenge. Poor value for money secured and higher than necessary levy costs.	Strategic	Closed	5	5	25	Delivery of procurement planned and delivery monitored on an on-going basis. Action progressed on key risks - e.g. site acquisition and planning being progressed in parallel to procurement.	On-going	Procurement strategy reviewed and agreed with a view to ensuring good competition. Reference project sites identified and where possible secured for potential bidder use. Appropriate internal and external resources secured.	14-Oct-13	3	5	15
NLWA - HL007	Procurement	31/01/2012	The Authority (or its contractors) do not achieve planning permission for all new waste facilities	Tim Judson	Major delay or variation to optimum procurement outcome. Potential for increased medium term costs and further site acquisition expenditure.	Strategic	Closed	5	5	25	Authority progress with planning application for Pinkham Way site and planning framework for new facilities at Edmonton site. Negotiations with bidders to secure significant risk transfer on any subsequent planning failure, consistent with the standard contract for waste.	On-going	Planning application for Pinkham Way submitted in May 2011 and put on hold pending outcome of NLWP. Inspector's report now received and Authority to consider implications as part of review of planning implementation strategy. Work underway with local planning authority in respect to Edmonton site.	14-Oct-13	5	5	25
NLWA - HL009	Procurement	31/01/2012	The cost of interim and/or future services is greater than envisaged	Tim Judson	Dependent on reasons for higher costs and post procurement the degree to which risk has been transferred to WS contractor.	Financial / Commercial	Closed	1	1	1	Discussions planned with Bidders on value for money of different approaches to interim service pricing. Discussions with Directors of Finance to ascertain value of different pricing approaches to Boroughs. Aim is for risk transfer to WS contractor to be negotiated once general approach is identified.		Initial dialogue with Borough Directors of Finance undertaken.	14-Oct-13	1	1	1
NLWA - HL010	Procurement	31/01/2012	The share sale of LondonWaste Ltd cannot be delivered	Tim Judson	Higher than anticipated costs as no offset from sale. Complex sub-contractor solution required to allow for any LWL involvement post financial close with risk of risk transfer back to Authority as owners of LWL. Potential for redundant assets when interim services replaced by new services.	Financial / Commercial	Closed	3	5	15	Action is primarily concerned with seeking to progress sale negotiations to a successful conclusion. Vendor due diligence work to be commissioned in respect to LWL, negotiations on values to be progressed with bidders and, if possible, bidder memoranda to be agreed to govern subsequent variations in value. Parallel work to be undertaken to seek to increase sale value.	On-going	Vendor due diligence, negotiations and added value work undertaken. Bidder memoranda supplied with ISDS bids by both bidders, together with mark-up of draft share purchase agreement.	14-Oct-13	1	5	5
NLWA - HL014b	Organisation	31/01/2012	The Authority does not maintain adequate levels of appropriately qualified and motivated staff	Tim Judson - Procurement team including advisers	Major delay in procurement and greater than anticipated expenditure with external advisers.	HR / People	Closed	3	5	15	Ongoing management review of procurement resource requirements and scope for undertaking work in house. Ongoing management action to secure and retain key resources including use of secondments.	On-going	Appropriate action taken to retain staff and maintain secondment arrangements. Additional secondment on planning in place. New Finance Manager currently being recruited. As yet, no resolution of ongoing workload issues which raise some internal resources risks.	14-Oct-13	3	5	15