

LWARB Risk Register - February 2021										Current Period			Prior Period			Appetite	Appetite Rational	Route to Matching Appetite (Commentary)
Ref.	Risk	Classification	Link to Objectives	Impact on Objectives	Causes Of Risk	Preventative Controls	Mitigating Controls	Commentary	Likelihood Score (1-5)	Impact Score (1-5)	Risk Score	Likelihood Score (1-5)	Impact Score (1-5)	Risk Score				
1	Insufficient financial resources to deliver the 2021-24 business plan/strategic goals:	Financial	A, B	Objectives would not be fulfilled. Focus of LWARB's mission might need to change; its effectiveness will be affected.	Reduced local authority finances; Failure to attract private capital for co-investment. Failure to attract further funding from DEFRA. Limited access to EU funding. Linked with restricted investment, threat to sustainability. Over-reliance on investment activity to the detriment of other income streams. LWARB's commercial activities fail to return a profit.	Demonstrate the value of LWARB's programmes to attract funding. Manage resources efficiently. Lobby government for additional funds; Nurture current projects and monitor investments; Funderiser Lead appointed. Commercial Manager to be recruited to oversee and lead commercial activities. Ongoing change management process to ensure that all staff are aware of need to pursue commercial returns.	Revise LWARB programmes in light of actual financial situation.		2	4	8	2	4	8	Averse (5)	Should adjust programmes to match budget		
2	Reputational risk through not achieving London's recycling targets:	Strategic	A	LWARB held accountable for failure to achieve target. Reputational risk to LWARB; LWARB loses support of LA's.	Limited influence over LA's / local politics / Long-term borough contracts / Failure of boroughs to engage in RL support offerings  Impact of global market conditions. Household recycling stagnates despite Resource London's programme activities; London demographics  Resource London fails to deliver its expected benefits	- Compare London with other big UK and world cities - Specific programme of activity with Local Authorities providing tailored and bespoke communications and service support as well as London-wide programmes. - Regional and local communication and behaviour change activity to promote recycling among residents. Raising the profile of projects.	Rigorous evaluation of everything done - to have strong evidence LWARB is doing everything in its power.	Note that LWARB may still be able to deliver successful programmes but it is possible that these do not translate to measurable changes to recycling rates.	5	4	18	5	4	18	Cautious (15)	LWARB actually has limited ability to address recycling rates.		
3	Failure to influence key stakeholders in delivering the circular economy:	Strategic	A	LWARB objectives not met; reputational damage; failure to secure funding.	Limited influence over businesses Need to balance views of multiple stakeholders Programmes fails to deliver tangible benefits	LWARB is part of different global networks which brings them into contact with large business stakeholders. Establishing collaboration to engage with stakeholders. Leading the debate on the circular economy Influencing big policy changers. Board members to use their influence more	Ensure LWARB has the skills required to engage appropriately with key stakeholders, though staff recruitment and/or development.		3	4	12	3	4	12	Cautious (15)	CE programme predicated on ability to get others to deliver change		
4	Lack of skills / experience to deliver LWARB objectives / vision.	Operational	A, B	Insufficient skills to deliver LWARB objectives	. Over-reliance on personal relationships with key stakeholders . Potential loss of key staff . Lack of appropriate in-house skills . Lack of succession planning and development pathways . Organisational growth	Competencies are being introduced to the HR system to help map requirements and identify gaps. Required skills and competencies are specified in job descriptions for positions to be filled; Whenever possible a handover period between incoming and outgoing staff is sought; Operational procedures are recored in an operations manual to aid continuity.	External consultants are engaged if required;	Likelihood increased due to forthcoming vacancy for Business Advice Manager.	3	3	9	2	3	6	Averse (5)	LWARB should be able to secure and manage the expertise it requires.		
5	Failure to deliver externally funded programmes:	Strategic	A, B, C	Reputational damage among key stakeholders. Could result in penalties.	Projects do not deliver the expected benefits	Robust governance, good skills and practice, good project methodology.			3	4	11	3	4	11	Minimal (10)	Failure to deliver risks 'claw back' and jeopardises ability to secure future funding.		
6	Serious risk to delivery as a result of change in political environment.	Political-External	A, B, C	LWARB loses its capability to influence (at a local level and beyond) thereby threatening the achievement of its objectives.	. GLA elections. . Reliance on key stakeholders, e.g. mayor, GLA. London Councils changes. Macro-political change.	Demonstrate performance and show record of success. Regularly meet with government, councils and stakeholders to communicate this. Make sure government recognise the success of the LWARB model. Maintain relations with London Councils. Open channel of communication (communication strategy). Survey stakeholders to understand their view of LWARB	Close relationships with GLA and London Councils are maintained at an officer level.		4	3	12	4	3	12	Cautious (15)	LWARB can do little to change local political environment.		
7	(Deleted - no current risk)																	
8	LWARB is unable to demonstrate measurable impact:	Strategic	A, B, C	LWARB loses its capability to influence, thereby threatening the achievement of its objectives.	. Poor data, muddled drivers, etc. . Profile - people who need to, know may not know LWARB are . LWARB not seen as relevant, i.e. to LA's, mayor, GLA, etc. . Communication risk - if something is going well people don't know about it.	Measure outputs and contribution from the programme. All projects and programmes are closely monitored and regularly reported to the Board.			2	4	8	2	4	8	Averse (5)	LWARB should not be embarking on projects and programmes if impact is not measurable.		
9	Investments fail to deliver sufficient returns to fulfil LWARB's objectives	Strategic	A, B, C	Projects do not return LWARB's invested capital nor interest. Board objectives not achieved. Reduced funds available for future investment.	. Small scale of investments means LWARB has insufficient leverage with fund managers / investments. . Lack of alternative fund managers. . Financial failure of projects. . Investments underperform. . Increased focus on start-ups in investment and consultancy support programmes brings increased risk of failure. . Failure to have a significant scale impact.	No new direct investments made. Any investment activity into 3rd party funds. Portfolio performance reported to AC.	Budget is being reviewed in light of COVID impacts.		4	4	16	4	4	16	Open (20)	Investment programme is now closed to new investments. Little influence		
10	Disruption arising from the UK leaving the European Union at the end of the current transition period. The scale and scope of the risks remain uncertain as the form of the UK's future trading relationship with the EU is unknown.	Various	A, B, C	Adjustment required to new regime; Staff retention; potential financial downturn affecting LWARB investments and businesses with which it works; Potential environmental regulatory changes.	Uncertainty over future arrangements post Brexit.	LWARB is a flexible organisation, as evidenced in the flexibility in its business plan. This flexibility should allow LWARB's programmes to adjust to the as yet uncertain post Brexit environment.		Trading agreement agreed between UK and EU, Overall risk remains significant as the full implications are yet to become apparent.	3	3	9	3	3	9	Averse (5)	Can't put in preventative controls.		
11	LWARB unable to deliver its programmes due to the COVID-19 pandemic.	Various	A, B, C	Staff unable to work due to restrictions on travel and access to the office or illness. Key stakeholders similarly affected and attention focussed on pandemic; Economic downturn affecting investment and collaboration potential.	Covid-19	All staff are able to work from home with full access to LWARB IT systems. Online technology is being used extensively for communication and collaboration. Board and Committees are able to meet via online systems.	LWARB delivery plan is kept under review and will be adjusted as appropriate.		5	3	15	5	3	15	Minimal (10)	LWARB will have to continue to function through the pandemic, so must find solutions.		

