

NORTH LONDON WASTE AUTHORITY

REPORT TITLE: ANNUAL RISK REVIEW

REPORT OF: DIRECTOR OF CORPORATE SERVICES

FOR SUBMISSION TO: AUTHORITY MEETING

DATE: 12 FEBRUARY 2026

SUMMARY OF REPORT:

This report provides the annual review of high-level risks for noting by Members

RECOMMENDATIONS:

The Authority is recommended to note the content of the report.

SIGNED:  Director of Corporate Services

DATE: 02 February 2026

1. BACKGROUND

- 1.1. This is the regular report for Members' review of the North London Waste Authority's (NLWA) high-level risks. The risk register is kept updated throughout the year and presented to Members on an annual basis.
- 1.2. Appendices to this report are:
 - 1.2.1. Appendix A: High Level Risk Register
 - 1.2.2. Appendix B: Risk Scoring Matrix

2. SUMMARY

- 2.1. NLWA manages high-level corporate and strategic risks, where the responsible officer managing the process is the Director of Corporate Services. The high-level risk register is included at Appendix A. The risk register reflects this year's focus on safety, delivery of the Energy Recovery Facility (ERF), the existing waste infrastructure and engagement with stakeholders. In addition, the Authority continued to influence the external waste environment and increase organisational effectiveness.
- 2.2. Both new and existing workstreams were evaluated for risks, with regular management reviews of actions taken over the year to reduce the likelihood and/or the impact of risks. Key risks and mitigations taken are outlined in the sections that follow.
- 2.3. Officers maintained a strong focus on health and safety across the NLHPP, supported by structured risk-management processes, regular site monitoring and close coordination with contractors. Weekly inspections, supervisor-led briefings and monthly deep-dive audits enabled early hazard identification and timely corrective action, particularly for higher-risk activities such as lifting, work at height, excavation and plant movement. Throughout 2025, the ERF project sustained a consistently low Accident Frequency Rate (AFR). In December, the AFR was 0.22, significantly below the UK construction benchmark of 2.0, reflecting strong supervision, effective risk-control measures and a maturing safety culture and resilience across the project.
- 2.4. Energy Recovery Facility (ERF) construction continued, with completions of the mechanical, electrical and plumbing process steel works for the tipping hall, boiler house and turbine table while works advanced on the administrative building, flue gas treatment plant and boiler water tank. Despite progress, construction activities continued to experience schedule slippage.
- 2.5. The Authority continued to invest in LondonEnergy Ltd (LEL) and the Energy from Waste (EfW) facility in line with recent condition assessments and maintenance plans. LEL's strong operational knowledge enabled effective mitigation of key risks, maintaining plant reliability and avoiding major failures. A refreshed business

continuity plan was developed to safeguard services in the event of long term disruption, and steps were taken to secure alternative residual waste capacity should infrastructure issues arise.

- 2.6. EcoPark House was formally opened during the year and received national recognition as Social Infrastructure Project of the Year at the 2025 British Construction & Infrastructure Awards. Judges highlighted its innovative use of data tools to support asset management, community engagement and reduced maintenance. The award reflects NLWA's commitment to delivering well-designed, community-focused infrastructure that informs, educates and supports local residents.
- 2.7. The Edmonton Sea Cadets were pleased to return their base at EcoPark House. The 'In the Know' education programme successfully completed its first full academic cycle, engaging more than 2,700 pupils and staff, with the programme being awarded the Learning Outside the Classroom Quality Mark, endorsed by the Department for Education.
- 2.8. Engagement with stakeholders strengthened over the year, including with local communities, Borough officers and Government departments. Targeted lobbying enabled the Authority to influence policy changes, such as to the Emissions Trading Scheme (ETS). Officers also continued to deepen relationships with Members, helping to build confidence and trust in the Authority's work.
- 2.9. Further improvements were made to the Waste Data Management System, including automation of the weekly statutory waste data reports shared with Boroughs. Plans for additional enhancements and increased automation are being developed for future implementation.
- 2.10. Officers developed a forward resourcing plan and completed a skills audit to identify gaps and strengthen organisational resilience. The Authority recruited staff across the business, and the migration of IT services to LEL's infrastructure is expected to provide further resilience. In-housing of adviser roles from the NLHPP also continued, improving flexibility and control.

3. MANAGING OUR RISK REGISTER

- 3.1. The high-level risk register is presented in Appendix A and outlines both inherent and residual risk assessments. Inherent risk represents the level of exposure before any management action to reduce likelihood or impact. Residual risk reflects the level remaining after mitigation measures have been applied.
- 3.2. Each risk in the register includes two scores: the inherent risk score and officers' current assessment of the residual risk, with descriptions of the mitigating actions in place. Several risks, such as the continued operation of the existing facility, continue

to be managed effectively. The scoring matrix in Appendix B assesses risks by multiplying the probability of occurrence (rated 1–5) by the impact (rated 1–5).

4. KEY RISK AREAS

- 4.1. Leadership and management teams took sustained action to prevent, manage and mitigate risks across the organisation. Officers reviewed risks regularly with internal departments, the NLHPP and LondonEnergy Ltd (LEL), providing clear visibility of cross-organisational risks, opportunities and action plans, helping to maintain alignment of priorities across all groups, and supporting coordinated responses with partners. Key risks for NLHPP are managed across LEL and NLWA, with cross-organisation governance such as the LEL Audit and Risk Committee (ARC) and the LEL Transition Committee.
- 4.2. Key risks are defined as those with an inherent score of 15 or above, within a maximum score of 25. Risk themes are identified below:

Area	Description of risk
Health & Safety	This covers oversight of the risk of injury to individuals at NLHPP and across NLWA sites more broadly.
ERF Delivery	Covers the risk of failure to deliver a new facility to deal with North London's residual waste. Includes construction of a replacement for the old EfW facility, transition process from old to new plant, successful engagement of suppliers, and adverse external political and economic factors across the broad supply chain.
Organisational effectiveness and resourcing	The risk of not having the right skills, systems and resources to enable successful corporate delivery of commitments.
Availability of existing infrastructure	Risk of infrastructure failure or non-availability and the consequent need to treat waste at alternative non-NLWA facilities, with associated financial and environmental cost.
Effective engagement with stakeholders	The risk of failing to maintain good relationships with boroughs and other key stakeholders and of failing to drive strong integration with LEL.
Changing external waste environment	Risk of failing to plan for, and manage, changing technology on waste and failing to respond appropriately to government regulation of waste management to maximise effectiveness and value for money.

5. KEY MITIGATIONS UNDERTAKEN

- 5.1. Members last reviewed the risk register at the NLWA meeting on 24 April 2025. Since that time, key areas of risk and mitigation were discussed regularly at committee and NLWA's risk exposure has been further refreshed. The key mitigation actions undertaken in the last year are outlined below, grouped by area.

Area	Mitigations
Health & Safety	<p>Risks HLN012 and HLN025 cover oversight of Health and Safety management and the risk of injury to individuals at NLHPP and NLWA.</p> <p>Health, Safety and Wellbeing performance on the ERF project continued to be closely monitored during the year. Weekly inspections and monthly deep-dive audits provided ongoing assurance of the Principal Contractor's compliance with CDM 2015. Following a serious incident in January, officers commenced a review of the current safety approach to ensure that health, safety, wellbeing and legal compliance remain central to the delivery of the project.</p>
ERF Delivery	<p>Risks HLN016, HLN029 and HLN030 relate to the NLHPP supply chain and delivery of the new facilities. Together they cover the risk of decommissioning the existing EfW facility and delivery of the new ERF to support the management of waste in North London.</p> <p>Officers continued to work closely with the contractor to support delivery of the ERF in line with contractual obligations. Performance was monitored through monthly KPI reporting and senior stakeholder engagement. While good construction progress was made across a number of workstreams, programme slippage persisted and further measures were pursued to improve delivery confidence and ensure compliance with environmental and permitting requirements.</p>
Organisational effectiveness and resourcing	<p>Risks HLN013, HLN019 and HLN020 cover the competencies and resources of Authority officer team. Risks HLN008, HLN010, HLN023 and HLN024 cover good financial practice, systems and commercial activities.</p> <p>Robust governance, financial management and controls remained in place throughout the year. Officers delivered regular financial reporting, progressed the medium-term financial strategy and identified in-year savings to improve value for money. Further improvements were made to data reporting systems. Recruitment reduced reliance on key individuals and external advisor services were brought in-house to strengthen organisational capacity.</p>
Effective engagement with stakeholders	<p>HLN014 and HLN015 cover the risk that the Authority may not maintain effective working relationships with key stakeholders, particularly LEL and the Boroughs.</p> <p>Engagement with boroughs, LEL, Members and government was enhanced during the year, with an emphasis on transparency, financial assurance and ERF delivery. The North London Joint Waste Strategy 2025–2040 was adopted by all constituent boroughs. Policy engagement activity supported</p>

Area	Mitigations
	favourable outcomes on national waste issues, while community and education programmes contributed to positive stakeholder relationships.
Availability of existing infrastructure	<p>HLN001, HLN002 and HLN027 are significant risks associated with operational failure of the ageing Energy from Waste (EfW) facility and other facilities.</p> <p>The EfW facility remained operational throughout the year, supported by a condition-based maintenance programme including planned capital works. Officers reviewed business continuity plans with London Energy that provide credible plans for the continued acceptance, haulage and treatment of North London Waste at alternative sites in the event of infrastructure failure.</p> <p>A programme of non NLHPP infrastructure projects continues to ensure the Authority retains fit for purpose facilities into the future.</p>
Changing external waste environment	<p>HLN021 is the risk of failing to plan for, and manage, changing technology on waste. HLN026 is the risk that government regulation of waste management adversely affects costs, or the Authority fails to implement legislation in a way which maximises effectiveness and value for money.</p> <p>Officers continued to monitor and respond to changes in waste policy and technology. Extended Producer Responsibility funding contributed to EfW maintenance and reserves to help manage future cost pressures, and to waste prevention projects, without impact on the Borough levy. Officers have commissioned audits to identify areas to further improve our efficiency, effectiveness and economy measures, ultimately delivering value for money. Engagement with government and the wider sector supported efforts to influence emerging policy risks, including battery fires.</p>

6. NEW AND CLOSED RISKS

6.1. Officers have taken significant steps to mitigate the Authority's critical risks and have undertaken a review of the corporate risk register. As part of this review, it was agreed to consolidate several related risks to reflect clearer ownership and more streamlined management. The combined risks cover: health, safety and wellbeing across NLHPP and partner activities; organisational capability and resilience; and the optimisation of commercial strategies to deliver value for money. The high-level risk register now contains 25 key risks.

6.2. The following changes were made to the Risk Register (Appendix A):

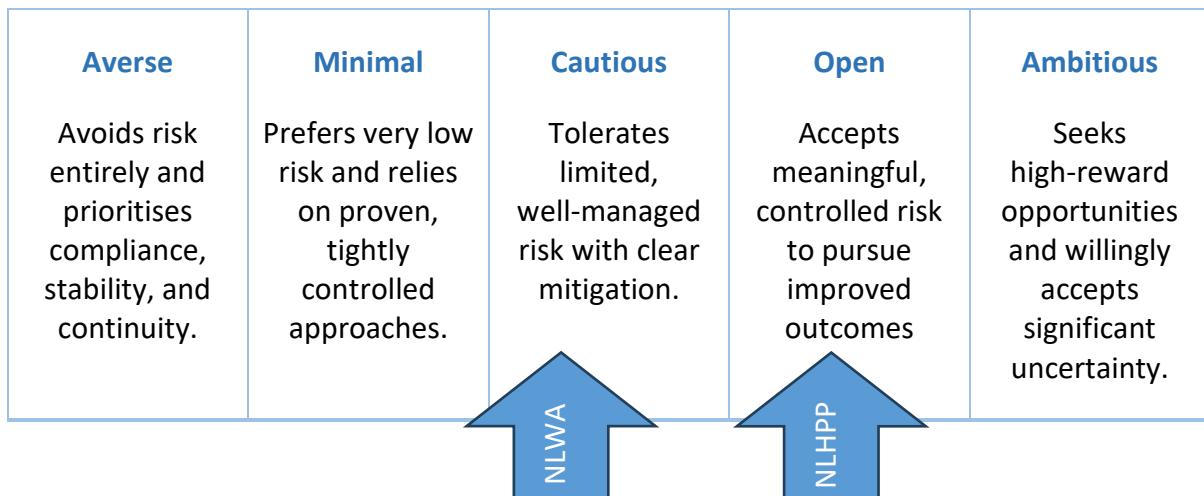
- 6.2.1. (HLN012) The risk relating to upholding high safety standards has been combined with (HLN025) the risk of protecting staff, contractors and the public.
- 6.2.2. (HLN018) The risk of failing to demonstrate value for money has been incorporated into the broader (HLN023) risk of not optimising commercial strategies.
- 6.2.3. (HLN019) Risk relating to organisational resilience has been merged with (HLN013) the risk concerning the maintenance of resources with the necessary skills, expertise and experience.

7. KEY RISK MITIGATIONS

- 7.2. Through clear leadership direction, the Authority has targeted actions to mitigate risks to key capital developments, including the delivery of the ERF.
- 7.3. The NLHPP conducted a series of lessons learned exercises from deliveries across EcoPark South. These reviews have enabled officers to strengthen planning for future handovers, ensuring that transitions following successful delivery are seamless and aligned with broader organisational plans across NLWA, LondonEnergy and the NLHPP.
- 7.4. Significant progress has been made across key capital and infrastructure projects, including agreement to transfer the management of Barrowell Green RRC from London Borough of Enfield to the Authority, further planning activity and commencement of works at Geron Way, and the now business-as-usual operation of the Edmonton RRC, and EcoPark House within EcoPark South. Authority officers have collaborated with officers from the north London Boroughs to enhance, assure and optimise project delivery from early development and preconstruction stages to completions and handovers.

8. RISK APPETITE AND ATTITUDES

- 8.1. The Institute of Risk Management (IRM) defines risk appetite as the amount and type of risk an organisation is willing to pursue or retain in pursuit of its strategic objective. The UK Corporate Governance Code considers risk appetite a fundamental business concept that can make a substantial difference to how organisations are run. Using the standard five-point scale, from Opposed to Enterprising, officers assessed NLWA's strategic aims, culture, and context to determine an appropriate risk appetite that supports informed planning and decision-making.



- 8.2. Risk attitudes define the organisation's approach to managing uncertainty in achieving strategic and operational objectives. They guide decision-making, the prioritisation of mitigations, and the acceptable level of exposure in delivering major capital projects.
- 8.3. Organisational Risk Attitude: The Authority adopts a **cautious** but delivery focused stance, shaped by its statutory responsibilities, the scale of public investment, and the need to maintain continuity of waste services. This approach seeks to minimise threats while taking proportionate, controlled risks necessary for delivering major infrastructure such as the ERF and EcoPark South.
- 8.4. Programme-Level Risk Attitude: The NLHPP adopts a more **open** attitude to risk, recognising that large infrastructure programmes involve inherent uncertainty. The programme accepts some uncertainty where it enables progress, prioritises early identification and mitigation of high impact risks, and applies structured governance and assurance to ensure decisions remain evidence based and aligned with the Authority's overall tolerance.

9. RECOMMENDATION

- 9.1. The High-Level Risk Register is at Appendix A to this report, and the scoring matrix which shows the value of risk impact identified is at Appendix B. Members are recommended to note the report and register.

10. EQUALITIES IMPLICATIONS

- 10.1. Equalities implications are taken into account in determining actions to mitigate identified risks. It is especially important that NLWA continues to provide a service which ensures the safe, responsible and effective disposal of waste on behalf of all residents.

11. COMMENTS OF THE LEGAL ADVISER

11.1. The Legal Adviser has been consulted in the preparation of this report and has no comments to add.

12. COMMENTS OF THE FINANCIAL ADVISER

12.1. The Financial Adviser has been consulted in the preparation of this report and comments have been incorporated.

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APPENDIX A: HIGH LEVEL RISK REGISTER

SEE SEPARATE PDF RISK REGISTER

NLWA STRATEGIC RISK REGISTER

ID	RISK DESCRIPTION			RISK OWNERSHIP		CURRENT RISK ASSESSMENT			RESIDUAL RISK ASSESSMENT			UPDATES	
Risk No.	"There is a risk that..."	"The impacts are..."	Risk Category	Risk Owner	Likelihood (Inherent)	Impact (Inherent)	Risk Score (Inherent)	Likelihood (Mitigated)	Impact (Mitigated)	Risk Score (Mitigated)	Current Control Strategy		
NLWA - HLN012	Risk of failing to ensure sufficient and effective measures taken to protect staff, contractors or members of the public against injury.	Personal injury associated with NLWA conducting its activities, affecting the wellbeing of individuals. Also damage to the Authority's reputation and stakeholder confidence.	HR / People	Managing Director	4	5	20	3	4	12	NLHPP and LEL maintain robust health and safety policies and control arrangements, with assurance provided by NLWA. Both sites operate comprehensive monitoring regimes, including daily inspections, weekly reviews and regular inspections and deep dive audits. Corporate health and safety oversight has been strengthened through the in housing of a member of the NLHPP Health and Safety team to support NLWA wide assurance.		
NLWA - HLN030	Significant delays to ERF delivery beyond current accepted completion date. Could be caused by contractor performance such as issues arising during commissioning and the availability of sufficient specialist engineering and construction personnel.	Programme overruns with associated additional costs and reliance on old plant or off-siting costs. Disruption to waste services at the EcoPark, impacting boroughs. Financial implications could impact the delegated authority and a requirement for new sources of funding.	Strategic	Programme Director	4	4	16	4	3	12	While programme continues to experience slippage, officers are working with Acciona to assure delivery with a recovery strategy for the North London Heath and Power Project to increase delivery certainty.		
NLWA - HLN001a	Risk that the existing EfW has a major operational failure impacting on the life of the plant.	This would affect LEL's finances and the Authority has to meet substantial extra costs for disposal or to support LEL as a going concern. A single episode may be manageable but will incur very significant costs to NLWA.	Strategic	Managing Director	3	5	15	2	5	10	LEL maintains business interruption insurance and delivers a targeted investment programme informed by the most recent condition survey to address the highest risk threats to the EfW facility. Operational staff demonstrate strong asset knowledge and undertake root cause analysis to inform proportionate, long term mitigations. In light of delays to the NLHPP, proactive planning is underway to identify the measures required to extend the operational life of the EfW plant.		
NLWA - HLN016	Failure of NLHPP supply chain due to contractor failure to engage suppliers, or economic and political climate.	Failure to meet the Authority's NLHPP contractual goal, with resultant lateness of works carried out onsite, with cost impacts, delays and friction between teams.	Commercial	Programme Director	4	4	16	3	3	9	Officers continued to engage closely with Acciona to support fulfilment of contractual obligations for delivery of the ERF. Senior level stakeholder oversight, including monthly performance assessments and KPI reporting, provided visibility of emerging issues and overall programme position. NLWA continued to hold the contractor to account under the EPC contract and developed options to strengthen delivery confidence and mitigate ongoing programme risk.		
NLWA - HLN001b	The existing EfW has a major operational failure impacting on the life of the plant.	The requirement for extensive off siting would significantly compromise the Authority's capacity to manage waste and require new disposal routes for very large volumes of residual waste.	Strategic	Head of Strategy & Services	3	5	15	3	3	9	LEL continued to deliver a maintenance programme informed by the most recent condition survey, addressing the most significant risks to the EfW facility and demonstrating strong understanding of asset condition and root causes of issues. Mitigation actions routinely considered wider operational impacts to ensure proportionate and sustainable responses. In light of delays to the NLHPP, proactive options to extend the operational life of the EfW plant were identified and assessed. In parallel, a business continuity plan was drafted and actions taken to secure alternative waste capacity in the event of EfW failure.		
NLWA - HLN026	Risk that government regulation of waste management adversely affects costs, and/or the Authority fails to implement legislation in a way which maximises effectiveness and value for money.	Loss of income; loss of potential income; increased costs.	Financial	Head of Strategy & Services	3	4	12	3	3	9	Officers developed a Public Affairs delivery plan for the next 12 months to support fairer outcomes for the Authority and its constituent boroughs. Targeted engagement with government departments improved certainty around Extended Producer Responsibility for packaging (pEPR) funding in the current year and strengthened understanding of the forward outlook.	The Authority's scale means that we are successful in securing destinations - many in the UK - for recycling. However, for specific materials challenges can arise. The Authority has had to stop taking hard plastic for recycling - high energy costs and low cost imports limit end markets for recycled hard plastics. Despite joint efforts by LEL and NLWA to identify alternative outlets, including engagement with other London waste authorities and commercial operators, no viable alternatives have been identified to date.	
NLWA - HLN008	Risk that financing the NLHPP might cause excessive pressure for Boroughs.	The Authority would pay more than necessary for services, putting pressure on borough finances and affecting boroughs' confidence in the Authority.	Financial	Director of Corporate Services	3	4	12	2	4	8	An updated Borrowing Strategy was shared with the Financial Advisor and Borough officers, including Directors of Finance and Directors of Environment. Interest rates and wider market conditions continue to be monitored to identify the most advantageous timing for borrowing. In parallel, officers are negotiating improved commercial terms with Acciona to reduce costs and are developing a financing strategy with external partners to minimise the financial impact on boroughs.		

NLWA STRATEGIC RISK REGISTER

ID	RISK DESCRIPTION		RISK OWNERSHIP		CURRENT RISK ASSESSMENT			RESIDUAL RISK ASSESSMENT			UPDATES	
Risk No.	"There is a risk that..."	"The impacts are..."	Risk Category	Risk Owner	Likelihood (Inherent)	Impact (Inherent)	Risk Score (Inherent)	Likelihood (Mitigated)	Impact (Mitigated)	Risk Score (Mitigated)	Current Control Strategy	
NLWA - HLN015	The Authority may fail to maintain good working relationships with boroughs and other key stakeholders.	Lack of support from Members and failure to agree plans Protests which hinder access to ERF site and construction activities.	Reputational	Head of Strategic Communications	3	4	12	3	2	6	The Joint Waste Strategy was approved by all seven constituent boroughs, with an accompanying implementation plan developed to support delivery. Communication with boroughs was strengthened to ensure timely visibility of NLHPP decisions that may have financial implications.	
NLWA - HLN028	Risk of unavailable, inadequate or unaffordable market insurance.	Unplanned or unbudgeted costs and claims.	Financial	Head of Legal	3	3	9	3	2	6	Market limitations made securing insurance for EcoPark South challenging. Insurance premiums for the EfW facility reduced during the year, reflecting the strength of LEL's maintenance regime. As ERF construction progresses, reliance on the existing EfW facility is expected to reduce; however, the availability and affordability of insurance remains a concern, both in the short term due to heightened sector wide risks such as battery fires, and longer term in relation to future insurance provision for the ERF.	
NLWA - HLN029	Risk that the contingency that has been allocated to fund project exposure is insufficient due to cost escalations and design/ programme uncertainty.	Estimated costs for the project may be exceeded causing a potential for increases to borough levies.	Financial	Programme Director	3	3	9	3	2	6	Financial levers and incentive mechanisms within the ERF contract with Acciona were reviewed, with input from external senior stakeholders. In light of ongoing concerns regarding contractor performance, the Authority continues to explore options to provide additional assurance and strengthen oversight of how the NLHPP progresses.	
NLWA - HLN031	Risk that litigation disrupts NLHPP project.	Costly legal delays which distract managers from the project.	Legal	Head of Legal	3	3	9	2	3	6	Officers continue to engage constructively with Acciona to resolve outstanding issues, agree a way forward and mitigate the risk of litigation. Legal capacity has been strengthened through the appointment of an additional officer to support the Head of Legal and provide dedicated operational compliance oversight.	
NLWA - HLN023	Risk of not optimising commercial strategy and demonstrating value-for-money.	The loss of income or savings requiring a potential for increase in Borough levy. Audit concerns, loss of confidence from constituent boroughs, political instability. Negative political press that could lead to impediments in business-as-usual and NLHPP.	Reputational	Director of Corporate Services	3	4	12	1	4	4	The Authority maintained a strong focus on financial sustainability, value for money and efficiency during the year, supported by delivery of a Medium Term Financial Strategy and enhanced financial modelling. Potential impacts from external factors, including the Emissions Trading Scheme (ETS) and Extended Producer Responsibility for packaging (pEPR), were actively monitored. Financial governance and insight were strengthened through improved data, workforce capacity and joint working with delivery partners. External auditors confirmed that the Authority has appropriate arrangements in place to ensure financial sustainability.	
NLWA - HLN002	The EfW could have a partial operational failure causing increased disposal costs for LEL.	This would be a lesser failure than risk HLN001, but at a sufficiently severe level that it creates the need for Authority financial support for LEL.	Operational	Head of Strategy & Services	5	2	10	4	1	4	A business continuity plan was developed in conjunction with LEL. LEL's operational expertise in managing the EfW facility enables staff to respond effectively to routine operational issues, minimising disruption and maintaining continuity of service.	
NLWA - HLN004	Failure to meet DCO/ Risk of loss of Environment Agency approval if the new Energy Recovery Facility does not fulfil the pre-operational /operational conditions contained within the environmental permit.	This would delay the start of operations of the new facility or mean that restrictions are placed on its operational capacity. Off-siting of waste by LEL would be required. The plant fails to meet its planned operational and life requirements beyond latent defect life.	Legal	Programme Director	3	3	9	2	2	4	The risk of non compliance with the Development Consent Order has reduced significantly since it was first identified, as construction of the ERF has progressed and is now approximately halfway complete. A dedicated planning advisor is retained and remains in regular contact with the Planning Inspectorate, operating to an agreed DCO discharge strategy to support ongoing compliance.	
NLWA - HLN013	Risk that the Authority might not maintain a team with the right skills and resources to cover its evolving responsibilities.	Loss of expertise and time during staff absence. The Authority would not have the expertise and skills to respond to new challenges.	HR / People	Director of Corporate Services	3	3	9	2	2	4	Management accounts were reported monthly to the Senior Leadership Team. The 2024–25 financial accounts were published in July, and the draft budget was presented to the Authority in December. A Medium Term Financial Strategy (MTFS) was issued during the year, with a continued focus on value for money, efficiency and economies of scale, informed by targeted workshops. In addition, implementation of a new asset financial management system is underway to strengthen fixed asset reporting and oversight.	

NLWA STRATEGIC RISK REGISTER

ID	RISK DESCRIPTION			RISK OWNERSHIP		CURRENT RISK ASSESSMENT			RESIDUAL RISK ASSESSMENT			UPDATES	
Risk No.	"There is a risk that..."	"The impacts are..."	Risk Category	Risk Owner	Likelihood (Inherent)	Impact (Inherent)	Risk Score (Inherent)	Likelihood (Mitigated)	Impact (Mitigated)	Risk Score (Mitigated)	Current Control Strategy		
NLWA - HLN027	Risk of unavailability of waste infrastructure at one or more sites, e.g. due to a short-term operational failure or closure by owner.	If a local facility fails, there would be greater borough vehicle movements required - with associated costs - to transport bulky waste directly to the EcoPark. Failure of the RPF would result in off siting all bulky waste with significant disposal costs for LEL and the need for Authority financial support.	Operational	Head of Strategy & Services	3	3	9	2	2	4	NLWA maintains a procurement framework with LEL and a service degradation plan to manage the risk of infrastructure failure. Following a lithium ion battery fire at the Hornsey Street site on Christmas Eve, LEL's robust business continuity arrangements enabled the facility to resume operations by Boxing Day, demonstrating effective operational resilience. NLWA also takes a prominent role in highlighting the effects of dangerous items including lithium-ion batteries and gas canisters to reduce occurrence in waste loads.		
NLWA - HLN024	Risk of the lack of a single capital strategy incorporating asset management plans.	Suboptimal use of future capital investment when new assets transition into Business as usual Revenue cost and impact on Levy.	Financial	Director of Corporate Services	2	4	8	1	4	4	In line with the Authority's capitalisation policy, a long term capital plan for EcoPark South assets is being developed in conjunction with LEL and will be reflected in the 2026-27 budget. An IFRS 16 depreciation study was completed with LEL to strengthen understanding of leasing and operating implications. The ERF will be included within the scope of this risk in due course.		
NLWA - HLN005	Risk that waste infrastructure handover process to deliver and operate new facilities may not be well managed across partners and suppliers.	This could lead to delays or a loss of service and/or capacity while problems are rectified. This has financial and reputational consequences. Performance / operational issues which require supplier / subcontractors involvement to resolve.	Strategic	Managing Director	3	4	12	1	3	3	NLWA continues to oversee transition planning for the NLHPP and other sites through established governance arrangements and regular engagement with LEL and delivery partners. Additional temporary governance has been introduced to strengthen assurance and support increased delivery certainty for the ERF. LEL has strengthened its transition leadership and is progressing formal transition planning. Delivery capability has also been enhanced for other infrastructure projects, with transition planning informed by lessons learned from earlier programmes to support early risk identification and effective implementation.		
NLWA - HLN020	Risk that corporate systems and resource do not meet the needs of the organisation.	Corporate management capacity is not optimised and is distracted by e.g. delivering information required to make decisions and managing stakeholder expectations.	HR / People	Director of Corporate Services	3	3	9	1	3	3	NLWA is transitioning from London Borough of Haringey-hosted digital systems to standalone systems managed by LEL. This transition will provide greater flexibility and resilience, and better support increased online engagement with partners and suppliers. Power BI has been rolled out and continues to be enhanced to strengthen management information, reporting and decision making.		
NLWA - HLN021	Risk of a failure to plan for & manage changing technology on waste.	Not capitalising on innovations in waste management to maximise effectiveness and value for money.	Commercial	Head of Strategy & Services	3	3	9	1	3	3	During the year, the Authority commissioned an emerging technologies review, which highlighted that commercially viable options for pre sorting residual waste are not currently available. In response, officers are working with Members on measures to reduce high carbon items within the waste stream and improve material quality and prevention. This includes targeted reductions in products such as nappies.		
NLWA - HLN007	Risk that new EcoPark assets could prove more expensive to replace, operate and maintain than planned, affecting the Authority's long term finances.	If the new assets (facilities) are more expensive to replace and maintain than planned, the Authority may need to propose higher than planned levies on boroughs	Commercial	Director of Corporate Services	2	4	8	1	3	3	Capital programme planning continued with LEL, including discussions on a four year fixed operating fee for EcoPark South from 2027-28. The maintenance reserve continues to be actively managed. Asset cost modelling was finalised and a new Senior Finance Partner appointed. Capital costings for EcoPark South and Geron Way were developed and incorporated into the 2026-27 budget.		
NLWA - HLN010	Risk that financial management systems do not support the most effective running of the business.	Inefficient financial management would lead to poor (non-current) management information, lack of prompt invoice payment and insufficiently robust protections against fraud. Staff time and capacity then dissipated on inefficient systems.	Financial	Head of Finance	2	3	6	1	3	3	Management accounts were reported monthly to the Senior Leadership Team. The 2024-25 financial accounts were published in July, and the draft budget was presented to the Authority in December. A Medium Term Financial Strategy (MTFS) was issued during the year, with a continued focus on value for money, efficiency and economies of scale, informed by targeted workshops. In addition, implementation of a new asset financial management system is underway to strengthen fixed asset reporting and oversight.		
NLWA - HLN014	Risk that the Authority leadership may not drive strong enough integration between teams and with LondonEnergy Ltd, based on a clear direction to anticipate future challenges.	If strong internal cohesion is not maintained in the Authority, there is a risk of inconsistent assumptions and lack of alignment between teams; and the same applies if there is no effective coordination with LEL. This could particularly affect construction/ operation liaison, and preparation for transition to new facilities	Strategic	Director of Corporate Services	2	3	6	1	3	3	Regular meetings continue between LEL and NLWA on a wide range of matters, including budget setting and financial review, supporting effective alignment and oversight. A new corporate digital strategy steering group has been established and will be progressed during the coming year. In addition, a programme of internal engagement sessions across NLWA has been delivered to strengthen understanding, collaboration and consistency of approach.		
NLWA - HLN032	Risk of failure to secure leases on NLWA /LEL operated sites.	A borough could close a site or evict us without notice. Fines from HMRC and reputational damage for failing to show proper documentation.	Legal	Head of Strategy & Services	3	2	6	2	1	2	The Authority wrote to the Boroughs seeking support to resolve a small number of material issues within lease clauses that continue to delay lease finalisation. While some progress has been made, agreement has not yet been reached and leases for several Reuse and Recycling Centres remain outstanding.		

NLWA STRATEGIC RISK REGISTER												
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Risk No.	"There is a risk that..."	"The impacts are..."	Risk Category	Risk Owner	Likelihood (Inherent)	Impact (Inherent)	Risk Score (Inherent)	Likelihood (Mitigated)	Impact (Mitigated)	Risk Score (Mitigated)	Current Control Strategy	
CLOSED RISKS												
NLWA - HLN025 <small>COMBINED WITH 012</small>	Risk of failing to ensure sufficient and effective action to drive high safety standards into the NLHPP in order to achieve acceptable health, safety and well-being standards, particularly as construction significantly increases.	Injury affecting the safety and wellbeing of personnel during the construction process for NLHPP at the EcoPark.	HR / People	Programme Director	4	5	20	3	4	12	COMBINED WITH 012	Health and Safety remained an area of focus for the Authority and Officers continued to provide robust assurance including the following: Compliance Monitoring; Targeted Inspections; Risk Oversight; Safety Culture Assurance.
NLWA - HLN018 <small>COMBINED WITH 023</small>	Risk of failure to demonstrate value for money.	The loss of income or savings requiring a potential for increase in Borough levy. Audit concerns, loss of confidence from constituent boroughs, political instability. Negative political press that could lead to impediments in business-as-usual and NLHPP.	Reputational	Director of Corporate Services	3	4	12	1	2	2	COMBINED WITH 023	The Authority issued a medium-term financial strategy during the year and focussed on value-for money and efficiency. Workshops were held to evaluate economies of scale and increased effectiveness. The likely ETS bill is being monitored along with other extra-budget items to understand potential threats and opportunities that may arise.
NLWA - HLN019 <small>COMBINED WITH 013</small>	Lack of organisational resilience and dependence on specialist individuals.	Loss of expertise and time work during staff absence.	HR / People	Director of Corporate Services	3	3	9	2	3	6	COMBINED WITH 013	The Authority has produced a 5-year resourcing plan and recruited to several posts, successfully reducing reliance on specialist individuals.A29:L30
Insert new rows above. Please do not remove this line or add any text below it.												

APPENDIX B: SCORING MATRIX

Risk Matrix

		Impact				
		1	2	3	4	5
Probability	5	5	10	15	20	25
	4	4	8	12	16	20
	3	3	6	9	12	15
	2	2	4	6	8	10
	1	1	2	3	4	5

Scoring	
RAG	Risk Level
Red	High
Yellow	Medium
Green	Low

Risk score = Probability x Impact