London TravelWatch Risk Register
Oct-26

No.		Category	Owner	Pre mitigations Likelihood	Impact	Rating		Mitigations	Post mitigations Likelihood	Impact	Rating
1	Government rail reform plans for new Passenger Standards Authority proposes reduced LTW statutory role.	Regulatory, financial & operational	Michael, Tricia	3	4	12	⟺	* LTW Chair to engage with TF Chair * LTW Chair/CEO to engage with DfT - clarify intentions/seek amendments to selected Bill provisions * LTW Chair/CEO liaise with Assembly Transport Committee Chair * LTW + TF preparing MOU to cover effective joint working post-legislation * LTW to engage with Bill Cttee/peers during Bill process	2	2	4
2	The organisation fails to deliver its statutory duties due to insufficient resources/process shortcomings.	Regulatory, financial & operational	Michael, Susan	3	4	12	⟺	* Casework team provide TF with necessary information to manage performance of contact centre provider * More flexible handling timescales + review of non-critical tasks during period of reduced casework team availability * Improve data-handling processes to avoid/remedy non-compliance (eg when handling initial casework contacts) * Consider potential for AI to help manage casework volumes * Use of reserves if necessary * Bid for more resources in next business plan	1	4	4
3	A member of staff decides to leave and LTW suffers a significant loss of expertise and knowledge, making it hard for the organisation to function effectively.	Operational	Susan, Alex	4	4	16	⇧	• Recruitment process for new CEO begun to minimise potential gap after current CEO's retirement * Outgoing CEO available post-departure if needed to brief successor/team * Essential knowledge document logs CEO's current key activities * Promote positive working culture informed by staff survey and including delivery of EDI action plan • SLT at 6 month appraisals to review staff at risk of leaving and agree action, including training & development opportunities	3	3	9
4	Changes at Transport Focus and/or in the relationship between our two organisations has a negative impact on London TravelWatch.	Operational	Michael, Tricia	3	3	9	⇩	* LTW/TF Chairs & CEOs "no surprises" approach to Govt PSA proposals • LTW Chair sits on the TF Board & PCG * LTW/TF CEOs monthly 121s and Chairs/CEOs quarterly meetings * Potentially reinstate LTW/TF SLTs quarterly meetings * Prepare and implement clear migration plan for agreed transfer of HR support from TF to new provider • The collaboration agreement is reviewed every year and meetings of the 'CARGO' group continue • Standing agenda item at each LTW board meeting to review how the relationship is going	2	2	4
5	Work-related stress has a negative impact on team members' wellbeing and their ability to carry out their work.	Operational	Alex, Susan	4	4	16	⟺	* Continue to monitor impact of appeals volumes & appellant behaviour on casework team * Continue to promote the Employee Assistance Programme to staff * Continue making wellbeing a regular agenda item at management meetings * Make opportunities to have open communication with staff about well-being issues * Deploy contingency arrangements for at-risk staff eg extra support to colleagues, re-prioritisation of tasks, etc	3	2	6
6	London TravelWatch's approach to diversity/inclusion creates tension internally and weakens the organisation's ability to function effectively.	Reputational & operational	Michael, Alex	4	3	12	⟺	• Adopt + implement 2026/27-2027/28 EDI strategy following consultation with Board/team	3	2	6
7	London TravelWatch is seen as out of touch with the travelling public in terms of its campaigning priorities and tone of advocacy.	Reputational	Michael, Alex, Susan, Sonya	3	3	9	⟺	• Regular dialogue with Assembly members, stakeholders, campaign groups,TF & weekly internal playback • Regular scanning of social media threads and internal review of casework topics • Surveys of LTW digital community & stakeholders * Use Equity Framework when agreeing Business Plan and when developing LTW views/positions • Evidence-based approach to LTW recommendations	2	2	4
8	Assembly Members develop critical views about London TravelWatch and its priorities.	Political	Michael, Tricia	3	4	12	⟺	• Sustained dialogue with Assembly Members (including Chair & AMs on Assembly Transport Committee)	2	2	4

Emerging issues: consider approach to risk categorisation for future register versions; potential DfT interest (medium term) in further, post-rail reform, change to watchdogs

Colour code for status of mitigating actions: Green = working effectively Amber = needs ongoing attention Red = not yet started Blue = completed/no longer applicable

Likelihood	
1	Rare
2	Unlikely
3	Possible
4	Likely
5	Almost Certain

Impact	
1	Insignificant
2	Minor
3	Moderate
4	Major
5	Catastrophic

Overall Risk Rating	
1-4	Very Low
5-8	Low
9-12	Medium
13-16	High
7 - 25	Very High