

## Somerset Waste Partnership - Risk Register 2018 to 2023 (Draft - Subject to review pending separate Board decisions) Appendix B

## Primary Risks

Ref	Area	Risk	Effect	Raw Score			Mitigation planned	Mitigated Score			Future Actions	Target		
				Impact	Prob.	score		Impact	Prob.	score		Impact	Prob.	Aim
R1	Financial	Pressure to reduce budgets places existing services under financial pressure.	Services may have to change or service providers have to save money by adjusting the service offered.	Med	Hi	High	Work with contractors to either reduce costs or change service offer to be more affordable.	Lo	Hi	High	Under guidance from the SWB, agree with contractors delivery of savings.	Lo	Hi	High
R2	Financial	Waste growth per household leads to increased volumes of waste requiring collection and/or treatment/disposal	Budget pressure created by increasing waste volumes.	Med	Hi	High	Implement cost effective treatment and disposal methods. Continued public engagement and interventions to encourage diversion.	Lo	Hi	High	Meet with suppliers to discuss how to deliver efficiencies. Consider potential for waste to increase during implementation of new service model.	Lo	Hi	High
R3	Political	DCLG continues to challenge innovation in funding Recycling Centres	Potential to reduce services provided or lead to increased costs.	Med	Hi	High	Continue to base policy on performance, popularity, effectiveness and affordability. Work with members from all tiers of local government to seek flexibility to ensure continuity of services.	Med	Med	Medium	Keep members, and particularly Board Members, informed especially following changes to administration or portfolio holders.	Med	Med	Medium
R4	Political	Political priorities can and will change over time.	Political priorities change. SWP directed to change strategic and operational priorities.	Med	Med	Medium	Ensure members are aware of the social, environmental and financial impacts of SWPs services. Keep up to date with latest thinking to ensure opportunities to innovate are not	Med	Med	Medium	Keep members informed especially following changes to administration or portfolio holders.	Med	Med	Medium
R6	Operational	Ability of contractors to deliver is reduced or compromised	As pressure is placed on contractors to deliver more with less service may suffer resulting in increased complaints.	Med	Hi	High	Ensure SWP carries out sufficient monitoring to keep the contractor focused on meeting contractual standards.	Med	Med	Medium	Regular meetings with contractors to keep service levels under review and to joint plan developments.	Med	Lo	Low
R7	Operational	IT Systems - obsolescence and compatability	Inefficiencies due to inadequate IT systems	Lo	Hi	High	Work with ICT units to improve compatability. Encourage contractors to invest in appropriate infrastructure.	Lo	Med	Medium	Keep systems under review.	Lo	Lo	Low
R8	Operational	Driver shortages	Impact on service delivery if not all rounds deployed. Quality of delivery suffers where inexperienced drivers employed in service delivery. This is a developing risk due to impacts of Brexit (weak pound and uncertainty of future residency rights)	Hi	Hi	High	Work with contractors to ensure they have policies in place for driver training and retention.	Med	Med	Medium	Create joint SWP/Kier recruitment party to develop recruitment strategies. Seek opportunities to improve role of drivers. Work with local colleges to promote driving as a career option.	Med	Med	Medium
R9	Environmental	Weather related	Service disruption caused by weather. Risk of extended localised disruption caused by flooding.	Med	Med	Medium	Follow procedures to ensure least disruption to services.	Med	Med	Medium	Review and update procedures in light of experience.	Med	Med	Medium
R10	Commercial	Capacity of contractors to develop/improve services/ make new proposals	As service providers broaden their scope resources can be stretched and other areas may be prioritised; performance and commitment to service development may suffer	Med	Med	Medium	Work with service suppliers to ensure changes are managed with appropriate resources and services and delivered to expected level.	Med	Lo	Low	Ensure that expectations are made clear and embedded in contractor meetings	Lo	Lo	Low
R11	Financial	National Spending Review - uncertainty over where potential cuts to DCLG budget will fall	Strategic plans based on a short horizon, resulting in short term decisions where longer term planning would be better.	Med	Med	Medium	Plan service maintenance and development with long horizon in mind but consider alternatives. Flag risks as appropriate to MD, SMG or Board	Lo	Lo	Low	Where relevant maintain log of service changes that could be reviewed in future subject to affordability.	Lo	Lo	Low
R12	Political	New service model review results in differing collection service models across Somerset.	Inability to implement county wide service model, resulting in implementation delays and sub-optimal financial savings	Hi	Med	High	Ensure decisions are based on sound business case information, highlighting risks as appropriate, by ensuring SMG, SWP and partner authorities are clearly informed of the full facts.	Med	Med	Medium	Seek alternative implementation timescales through the planning process to allow further discussion and debate.	Med	Lo	Low
R13	Operational	SWP resource capacity insufficient to deliver major changes and maintain service levels	Degradation of current service support, resulting in increased complaints. Sub standard planning and implementation of any significant changes.	Hi	Med	High	Ensure Business Case for major changes includes full outline of resource requirements to deliver the changes so budget is available for support..	Lo	Med	Medium	Ongoing review of SWP client team structure and priorities.	Lo	Lo	Low
R14	Operational	Future service model may have unforeseen impacts	Unforeseen issues arise when introducing a new service model to 240,000 households in Somerset resulting in costs or complaints.	Med	Med	Medium	Full risk and impact assessments of NSM proposals to ensure key risks are identified and mitigation put in place.	Med	Lo	Low	Constant review of arising risks through roll out of any service changes	Lo	Lo	Low
R15	Operational	Site infrastructure ages and degrades	Infrastructure at fixed site, particularly recycling sites, degrades to the point where it is hazardous to site staff or members of the public.	Med	Med	Medium	Ensure ongoing programme of site inspection, identification of issues and prioritisation of maintenance and repair based on assessed potential impact.	Lo	Med	Medium	Review Health and Safety inspection procedures to ensure risks identified and highlighted efficiently	Lo	Lo	Low
R16	Operational	Collection infrastructure degrades to point of unreliability	Aging collection fleet reaching the end of its expected service life becomes prone to mechanical issues, resulting in failure to collect waste from households and transport it to disposal/bulking points. Aging balers/bulking facilities result in failure to offload materials causing bottleneck at bulking facilities.	Med	High	High	Ensure ongoing programme of monitoring service issues resulting from mechanical failures. Proceed with vehicle procurement programme, regardless of outcome of New Service Model decisions.	Med	Med	Medium	Procure replacement collection fleet. Ensure contractor meeting requirements to provide fit for purpose infrastructure.	Lo	Lo	Low
R17	Operational	Contractors fail to deliver service to expected service standards	Unspecified issues result in failure to deliver services to contractual standards resulting in increased complaints and increased cost of processing and managing complaints.	Med	Med	Medium	Ensure contractors are addressing issues of repeat failure (failure demand) and that supervisory arrangements are as required by the contract.	Lo	Med	Medium	Progress with plans to fit trackers to collection vehicles.	Lo	Lo	Low

R18	Operational	Contractor lacks capacity (skill/experience/resource) to deliver service change effectively	Contractor skill base inadequate to plan and implement complex service change resulting in problems with service in the aftermath of implementation.	Med	High		Ensure contractors are briefed on requirements well in advance. Ensure contractor planning is scrutinised by suitably skilled SWP staff.	Lo	Med		Review contractor's skill base at regular operational meetings and agree actions to ensure it remains adequate in all areas.	Lo	Lo	
R19	Operational	Focus on service development detracts from day to day service delivery focus.	Monitoring and management of contractors reduces to point where service delivery fails resulting in increased complaints.	Med	Med		Ensure full resource allocation plan in place for whole of SWP, optimising staff time in all areas and identifying and mitigating pressure points well in advance. Short term recruitment of adequate staff to cover requirements.	Lo	Lo		Ongoing monitoring of requirements. Ensure staff are skilled to cover certain aspects of other roles as necessary.	Lo	Lo	
R20	Social	Increase in care in the community for people with clinical needs results in significant and sudden increase in demand for household clinical waste collections.	Pressure on current service model; Contractor requests review of contracted price resulting in increased costs.	Low	High		Review structure and role of clinical waste service. Seek cost effective alternatives.	Lo	Med		Build relationships with Health and Social Care teams to predict and plan for future demand.	Lo	Lo	
R21	Hinkley C	Congestion from construction traffic may impact on collections	Alter times of collections or result in missed collections	Hi	Hi		Engagement with contractor and highways to assess risk and plan times and routes to avoid identified problems	Hi	Med		Continue to engage with appropriate bodies and respond quickly to any new or changed circumstances	Med	Med	
R22	Hinkley C	Increased demand from short term population growth during construction phases	Demand increases cost to SWP for providing the service	Hi	Hi		Engagement with appropriate bodies to identify level of growth and areas impacted	Med	Med		Engage with contractor to seek confirmation that most of the waste produced by the direct population growth as a result of the construction is dealt with by the contractor	Lo	Med	
R23	Hinkley C	Staff shortages through increased and more attractive employment opportunities through the construction phases to build the power station	Difficulty in attracting or keeping sufficient staff to provide the service	Hi	Hi		Establish pay rates and identify areas of concern	Med	Med		Continue to monitor pay rates and seek to promote and improve conditions and benefits of working in our service	Med	Lo	
R25	Operational	Closure of Broadpath Landfill site in 2018 could lead to some disruption to collections services in the rural areas south of Wellington and Chard.	May lead to some increase in collection contract costs due to additional travel time to next nearest disposal site	Lo	Hi		Forewarn contractor of planned closure. Work with contractor to ensure most efficient alternative routing is applied.	Lo	Hi		Implement new service arrangements that factor out dependence on Broadpath landfill site. This may require some changes to collection days in that part of Somerset.	Lo	Lo	
R26	Operational	Landfill site fires, primarily caused by hot ashes in waste, unwrapped broken glass acting as a magnifier, or lithium ion batteries in waste	Hazard for site staff, closure of landfill sites, operational delays for vehicles resulting in late kerbside collections and	Hi	Med		Increase publicity relating to fire prevention, encouraging people to dispose of waste responsibly.	Med	Lo		Cease use of landfill sites for disposal of Somerset's residual waste, transferring to disposal via Waste Transfer Stations.	Lo	Med	

**Other Identified Risks (Low Impact or Low Likelihood or Already Mitigated or combination thereof)**

Ref	Cause	Risks	Effect	Ongoing Mitigation	Future Actions
	Financial Pressures on Local Authorities	Savings required impact on existing services	Kneejerk savings lead to increased whole system costs, whether financial, environmental or social; Reduced Performance; Cost Shunting; Service Degradation; Increased Complaints; Increased Health and Safety Risks; Residents lose Interest/Concern.	Ensure partner authority members are engaged in key decision making; Somerset Waste Board to continue to demonstrate forward thinking approach; Seek external funding opportunities; Use staff flexibly - project approach and continued secondments; On going monitoring of performance and infrastructure to ensure no degradation; Improve business planning and prioritisation processes; Somerset Waste Board to continue to provide effective governance based on strategic priorities; Continue to use staff flexibly	Continued clear dialogue between Board members and Cabinet/Executive Colleagues
		Focus becomes entirely on financial outcomes			Conduct full Impact Analysis of all proposals
		Lack of funds for development			Ensure critical issues are forecast and flagged
		SWP Team capacity reduced			Seek low cost options for promoting key messages
		Maintenance budgets reduced			
		Waste minimisation budgets reduced			
	Financial Pressure on Contractors	Contractor change of strategy	Pressure on SWP staff; Pressure on partnership; Deterioration in service; Necessitates contract review or new procurement; Breakdowns increase; Service disruption	Step in rights in contract already in place; Frequent engagement with Kier management; Monitoring of stability of contractor; Monitoring of contract performance	Continue to engage and monitor
		Contractor management structure reduced			Ensure Business Continuity Plans in place
		Reduced front line resources			
		Contractor default			
		Contractor does not refresh equipment at "end of life"			
		Instability on selling of contract			
		Contractors prioritise other parts of their business.			
	Other Socio-economic impacts	Economic upturn	Increase in packaging disposed of; Viability of contractor threatened; Less attention paid to recycling/prevention	SWP to conduct waste minimisation and prevention campaigns; Promote benefits of the service and transparency of outcomes	
		Value of recyclate goes down			
		People disengage from political processes			
		Austerity makes recycling a lower priority			

	Financial Pressures on Householders	Increased material at kerbside	Increase materials in bins and associated landfill costs; Loss of income from charged for services (including GW collections)	Extended Recycling centre opening; Inflation only increases where charges apply	Promotion of sustainable, cost effective alternatives to waste disposal
		Avoidance of charged for services			
	Multi partner organisation in changing political environment	National/District elections result in change of political steer and make up	Difficulty agreeing priorities and strategy; Focus on managing relationships and not delivering business requirements; Potential failure among partners to understand benefits of SWP; Less staff available to deliver customer requirements as time being spent on other things	Involve all partners in developing strategy and priorities; Offer SWP induction for all members	Maintain awareness of pressures on partners
		Misunderstood by external agencies and therefore lose out			
		Legislative changes			
	Changes in waste services	Changes implemented inefficiently	Reputational damage; Low morale; Loss of effectiveness; Service failures increase; Failure to reach targets	Ensure change approached in a planned manner; Collaborative working that directs resource effectively and shares knowledge; Follow project management structure when implementing change; Understand and mitigate impacts of changes; Ensure collaborative working in place so all options can be assessed and consensus reached	
		SWP fails to act proactively			
		Loss of senior SWP staff			
		Lack of clear decision about future disposal for residual waste			
		External pressures to deliver early results			
	Service disruption beyond our control	Extreme weather (hot, cold, wet)	Loss of service; Backlog of waste for collection/disposal; Increased Complaints	Have Business Continuity plan in place; Effective communication links in place - media, website, social media; Review effectiveness of responses to previous incidents	
		Industrial action			