

Somerset Waste Partnership - Risk Register 2017 to 2018 (draft)
Primary Risks

| Ref | Area | Risk | Effect | Raw Score | | | Mitigation planned | Mitigated Score | | | Future Actions | Target | | Aim |
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| | | | | Impact | Prob. | score | | Impact | Prob. | score | | Impact | Prob. | |
| 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 | | Work with contractors to either reduce costs or change service offer to be more affordable. | Lo | Hi | | Under guidance from the SWB , agree with contractors delivery of savings. | Lo | Hi | |
| 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 | | Implement cost effective treatment and disposal methods. Continued public engagement and interventions to encourage diversion. | Lo | Hi | | Meet with suppliers to discuss how to deliver efficiencies. Consider potential for waste to increase during implementation of new service model. | Lo | Hi | |
| R3 | Political | DCLG continues challenge innovation in funding Recycling Centres | Potential to reduce services provided or lead to increased costs. | Med | Hi | | 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 | | Keep members, and particularly Board Members, informed especially following changes to administration or portfolio holders. | Med | Med | |
| R4 | Political | Political priorities can and will change over time. | Political priorities change. SWP directed to change strategic and operational priorities. | Med | Med | | 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 | Med | Med | | Keep members informed especially following changes to administration or portfolio holders. | Med | Med | |
| R5 | Organisational | Part time Head of Service | Part time Head of Service is not ideal, especially at a time of major service review. | Med | Med | | Ensure workload is planned to deliver the highest priorities and staff are empowered to work effectively and efficiently. | Med | Med | | Delegate effectively to Senior Management Team. | Lo | Lo | |
| 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 | | Ensure SWP carries out sufficient monitoring to keep the contractor focused on meeting contractual standards. | Med | Med | | Regular meetings with contractors to keep service levels under review and to joint plan developments. | Med | Lo | |
| R7 | Operational | IT Systems - obsolescence and compatability | Inefficiencies due to inadequate IT systems | Lo | Hi | | Work with ICT units to improve compatability. Encourage contractors to invest in appropriate infrastructure. | Lo | Med | | Keep systems under review. | Lo | Lo | |
| R8 | Operational | Driver shortages | Impact on service delivery if not all rounds deployed. Quality of delivery suffers where inexperienced drivers employed in service delivery. | Hi | Med | | Work with contractors to ensure they have policies in place for driver training and retention. | Med | Med | | Seek opportunities to improve role of drivers. Work with local colleges to promote driving as a career option. | Med | Med | |

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| R9 | Environmental | Weather related | Service disruption caused by weather. Risk of extended localised disruption caused by flooding. | Med | Med | | Follow procedures to ensure least disruption to services. | Med | Med | | Review and update procedures in light of experience. | Med | Med | |
| 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 | | Work with service suppliers to ensure changes are managed with appropriate resources and services and delivered to expected level. | Med | Lo | | Ensure that expectations are made clear and embedded in contractor meetings | Lo | Lo | |
| 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 | | Plan service maintenance and development with long horizon in mind but consider alternatives. Flag risks as appropriate to MD, SMG or Board | Lo | Lo | | Where relevant maintain log of service changes that could be reviewed in future subject to affordability. | Lo | Lo | |
| 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 | | 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 | | Seek alternative implementation timescales through the planning process to allow further discussion and debate. | Med | Lo | |
| R13 | Operational | SWP resource capacity insufficient to deliver major changes and maintain service levels | Degradation of current service support, resulting increased complaints. Sub standard planning and implementation of any significant changes. | Hi | Med | | Ensure Business Case for major changes includes full outline of resource requirements to deliver the changes so budget is available for support. | Lo | Med | | Ongoing review of SWP client team structure and priorities. | Lo | Lo | |
| 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 | | Full risk and impact assessments of NSM proposals to ensure key risks are identified and mitigation put in place. | Med | Lo | | Constant review of arising risks through roll out of any service changes | Lo | Lo | |
| 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 | | Ensure ongoing programme of site inspection, identification of issues and prioritisation of maintenance and repair based on assessed potential impact. | Lo | Med | | Review Health and Safety inspection procedures to ensure risks identified and highlighted efficiently | Lo | Lo | |
| 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 | | 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 | | Procure replacement collection fleet. Ensure contractor meeting requirements to provide fit for purpose infrastructure. | Lo | Lo | |

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| 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 | | Ensure contractors are addressing issues of repeat failure (failure demand) and that supervisory arrangements are as required by the contract. | Lo | Med | | Progress with plans to fit trackers to collection vehicles. | Lo | Lo | |
| 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 | Hi | 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 | Hi | 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 | Med | Continue to monitor pay rates and seek to promote and improve conditions and benefits of working in our service | Med | Lo | |