

Ref	Project Title	Project Description	Dependant Projects	NHC Directorate/Service Lead	EHC Department Lead	Project Lead Officer	Waste Service Officer Lead	Other departmental involvement/ stakeholders	Start Dates	End Date	Revised Start Date	Revised End Date	Original Risk Likelihood	Original Risk Impact	Original Risk Score 1-9	Current Risk Likelihood	Current Risk Impact	Current Risk Score 1-9
WM1	Recruitment of Comms officer	New job description Job evaluation Advert and recruitment Training		Shared Waste Service	Shared Waste Service	LO	LO	Communications teams NHC HR	Jan-24	Apr-24	Jun-24		Low	Medium	3	Low	Medium	3
WM2	Glendale move and depot reconfiguration	Liaison with Glendale Confirmation of new site Lease/contract amendments amendments Develop of new site Relocation Reconfiguration of Buntingford depot	WM10 WM22 WM23	N/A	Property Services	GH	CH	EHC Parks and Open Space EHC Legal Glendale	Jan-24	Nov-24			Medium	Medium	5	Medium	Medium	5
WM3	Litter Bin Project - 30% reduction	Development of location criteria Assessment matrix of use and coverage Identification of potential locations Member engagement Removals and relocations Storage and disposal		Shared Waste Service	Shared Waste Service	JL	JL	EHC Members NHC Members EHC Parks and Open Spaces NHC Parks and Open Spaces	Jan-24	Dec-24			Medium	Medium	5	Medium	Medium	5
WM4	Flats - recycling provision refresh	Review of existing recycling and residual capacity Identify weekly residual waste services which can move fortnightly Determination of needs - case by case Engagement with Managing agents - case by case Bin procurement Bin delivery Resident engagement		Shared Waste Service	Shared Waste Service	JL/KLW	JL/KLW	Housing Associations Managing Agents	Jan-24	Dec-24	Jul-24		Medium	Low	2	Medium	Low	2
WM5	Flexcollect - Phase 2	Identification of area of expansion Decision making cycles x2 Resident communications Delivery of sacks Mobilisation		Shared Waste Service	Shared Waste Service	GB	GB	EHC Members NHC Members	Jan-24	Apr-24		Sep-24	Low	Low	1	Low	Low	1
WM6	Commercial Food Waste	Set pricing structure Agree disposal arrangements with HCC Agree a delivery programme and capacity with Urbaser Marketing Business sign up Mobilisation	WM13 WM21 WM31	Shared Waste Service	Shared Waste Service	LO	LO	EHC Finance NHC Finance EHC Comms team NHC Comms team	Jan-24	Mar-25	Nov-24		Low	Low	1	Low	Low	1
WM7	Planning guidance update x2	Identification of changes required to SPDs Development of new guidance and standard conditions Updates to websites		Shared Waste Service	Shared Waste Service	JL	JL	EHC Planning NHC Planning	Jan-24	Dec-24	Aug-24		Low	Low	1	Low	Low	1
WM8	Caddy procurement (EHC)	Finalisation of numbers Source storage location Develop specification Develop procurement route and evaluation process Undertake procurement		N/A	Shared Waste Service	JL	JL	Stevenage Procurement EHC Finance EHC Legal HWP	Feb-24		Jun-24		Medium	High	8	Medium	High	8
WM9	EV Charging Infrastructure - Letchworth	Identification of needs development of specification Determination of costs/funding Decision making cycle Application for grid capacity Contingency planning Procurement Installation	WM22 WM23			MC	CH	NHC Procurement NHC Finance NHC Property Service NHC Legal	Feb-24	Apr-25			High	Medium	7	High	Medium	7
WM10	EV Charging Infrastructure - Buntingford Fuel tank procurement and installation	Identification of needs development of specification Determination of costs/funding Decision making cycle Application for grid capacity Contingency planning Procurement Installation	WM22 WM23				CH	Stevenage Procurement EHC Finance EHC Property Service EHC Legal	Feb-24	Dec-24			High	Medium	7	High	Medium	7
WM11	Transfer of customer service function in- house	Liaison with Urbaser Identification of staff eligible for TUPE Staff consultation Determination of transition arrangements Formal transfer processes Training and induction Subsequent recruitments	WM23	Customer Service & IT	N/A	CJ	LO	Urbaser	Feb-24	Dec-24			Medium	Medium	5	Medium	Medium	5

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WM12	Signing of Inter Authority Agreement prior to contract award	Review of IAA draft documents Liaison between authorities Determination of constitution impacts/working practice impacts Liaison with Members Signing		Shared Waste Service	Shared Waste Service	CH	CH	All	Feb-24	May-24			Medium	Low	2	Medium	Low	2
WM13	Recruitment of Trade Officer	New job description Job evaluation Advert and recruitment Training		Shared Waste Service	Shared Waste Service	LO	LO	Communications teams NHC HR	Jun-24	Jan-25	Jan-25	Apr-25	Low	Low	1	Low	Low	1
WM14	Refresh of waste and street cleansing policies	Review of existing policies Determination of criteria for exceptions policies Member liaison/ partnership board consideration Decision making cycle x 2 Communication with existing customers Updates to website Changes to online forms/customer service information		Shared Waste Service	Shared Waste Service	CH	CH	EHC Members NHC Members EHC Customer Service NHC Customer Service	Feb-24	Sep-24			Low	Low	1	Low	Low	1
WM15	Garden Waste Portal - NHC	Development of specification Design of new portal Build of new portal Integration with finance systems for DDs Integration with card payment system Integration with waste management IT system Integration with benefits system System testing Soft launch user testing New subscription year - go live	WM18 WM20	Customer Service & IT	N/A	CJ	SM/GB	NHC Procurement NHC Finance NHC IT NHC Legal Urbaser Digital Peanut	May-24	Dec-24			High	High	9	High	High	9
WM16	Garden Waste Portal - EHC	Development of specification Design of new portal Build of new portal Integration with finance systems for DDs Integration with card payment system Integration with waste management IT system System testing Soft launch user testing New subscription year - go live	WM17 WM19	N/A	Transformation	AS	SM/GB	Stevenage Procurement EHC Finance Stevenage IT EHC Legal EHC Customer Service Urbaser Digital Peanut	May-24	Dec-24			High	High	9	High	High	9
WM17	Set Up Integrated Online Forms - EHC	Identify data capture requirements and reporting needs Set up forms Integration with waste management IT system Integration with card payment systems System testing Soft launch user testing Mobilisation - go live	WM16	N/A	Transformation	AS	LO	EHC Customer Service	Jun-24	Feb-25			Medium	High	8	Medium	High	8
WM18	Set Up Integrated Online Forms - NHC	Identify data capture requirements and reporting needs Set up forms Integration with waste management IT system Integration with card payment systems System testing Soft launch user testing Mobilisation - go live	WM15	Customer Service & IT	N/A	CJ	LO		Jun-24	Feb-25			Medium	High	8	Medium	High	8
WM19	Migration of Garden Waste Direct Debit EHC Customers	Determination if list transfer possible Determination of system to be used System setup Testing Communication with subscribers Re-signup	WM16	N/A	Finance	AH	LO	EHC Finance Stevenage IT EHC Customer Service Urbaser	Jul-24	Mar-25			High	High	9	High	High	9
WM20	Migration of Garden Waste Direct Debit NHC Customers	Determination if list transfer possible System setup Testing Communication with subscribers Re-signup	WM15	Resources	N/A	RC	LO	NHC Finance NHC IT NHC Customer Service Urbaser	Jul-24	Mar-25			Medium	High	8	Medium	High	8
WM21	Trade Waste Software	Identification of capabilities of Provider solution Determination of any outstanding system needs Decision on existing Whitespace solution Re-procurement System set and configuration System integration with finance systems X 2 System testing Data migration Soft launch testing	WM6	Shared Waste Service	Shared Waste Service	SM	SM	EHC Finance NHC Finance EHC Customer Service NHC Customer Service	Jul-24	Mar-25			Medium	Medium	5	Medium	Medium	5

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WM22	De-mobilisation	Demobilisation of Letchworth depot Demobilisation of Buntingford depot Stock checks Asset checks and maintenance Condition survey Letchworth depot Condition survey Buntingford depot Data transfer/deletion as appropriate Novation of contracts		Shared Waste Service	Shared Waste Service	JL	JL	EHC Property Services NHC Property Services	Jul-24	Apr-25			Medium	Medium	5	Medium	Medium	5
WM23	Mobilisation	See separate preferred bidder spreadsheet	WM22	Shared Waste Service	Shared Waste Service	CH	CH	All	Jul-24	Apr-25			Low	High	6	Low	High	6
WM24	Procurement of MRF contract	Soft market testing Decision cycles Specification drafting Procurement exercise Evaluation Decision cycle Mobilisation		Shared Waste Service	Shared Waste Service	CH	CH	NHC Procurement EHC Finance NHC Finance EHC Legal NHC Legal HWP	Sep-24	May-25	May-25		Medium	High	8	Medium	High	8
WM25	EH Garden Waste Subscriptions 25/26	Agree pricing for 25/26 System set up DD sign up Subscription year communications Exception management	WM16 WM17 WM19	N/A	Shared Waste Service	LO/SM	LO/SM	EHC Finance	Sep-24	Jan-25			Medium	High	8	Medium	High	8
WM26	NH Garden Waste Subscriptions 25/26	Agree pricing for 25/26 System set up DD sign up Subscription year communications Benefits system check Exception management	WM15 WM18 WM20	Shared Waste Service	N/A	LO/SM	LO/SM	NHC Finance	Sep-24	Jan-25			Medium	High	8	Medium	High	8
WM27	Bins Procurement	Finalisation of numbers Source storage location Develop specification Develop procurement route and evaluation process Undertake procurement		Shared Waste Service	Shared Waste Service	JL	JL	NHC Procurement EHC Finance NHC Finance EHC Legal NHC Legal HWP	Oct-24				Medium	High	8	Medium	High	8
WM28	Data cleansing and IT system configuration	Data cleansing of existing data set Determination of files for transfer to Provider Agreement of system assets set up Agreement of field configuration Business Process Mapping System set up	WM23	Shared Waste Service	Shared Waste Service	SM	SM	EHC Customer Service NHC Customer Service EHC Transformation Team NHC IT team	Dec-24	Mar-24			Medium	Medium	5	Medium	Medium	5
WM29	Caddy & Bin Roll Out	Organisation of storage Determination of delivery sequence Communication messages to residents Writing of schedules Writing of FAQs Issues management Deliveries management	WM23	Shared Waste Service	Shared Waste Service	GB	GB	Communications teams NHC Customer Service EHC Customer Service Provider	Jan-25	Jul-25			Medium	High	8	Medium	High	8
WM30	Recruitment of temporary staff	review job description Advert and recruitment Training		Shared Waste Service	Shared Waste Service	LO	LO	Communications teams NHC HR	Jun-25	Jul-25			Low	Medium	3	Low	Medium	3
WM31	Trade Waste Direct Debit	System set up System testing Notification to customer base Customer set up Invoice run Communication to outstanding customer base	WM6	N/A	Finance	AH	LO	EHC Customer Service EHC Finance Team EHC IT Team	Jan-24	Oct-24	Jun-24	Jan-25	High	Medium	7	High	Medium	7
WM32	New contract mobilisation communications	Development of communications plan All member communications Developments of FAQs Communication on changes to customer service	WM1	Shared Waste Service	Shared Waste Service	LO	LO	Communications teams NHC Customer Service EHC Customer Service Members Provider	Jul-24	Jun-25			Low	Low	1	Low	Low	1
WM33	New service communications	Development of communications plan All member communications Developments of FAQs Communication on changes to customer service Day change communications Service change specific communications Opt in/out communications Trouble shooting/how to comms Triaging route identification	WM1	Shared Waste Service	Shared Waste Service	LO	LO	Communications teams NHC Customer Service EHC Customer Service Members Provider	Jan-25	Oct-25			Medium	High	8	Medium	High	8

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WM34	Transfer or closure of Buntingford Toilet	Decision regarding refurbishment, new cleaning contract or closure		N/A			CH	Communications team Members Property Services Buntingford Town Council	Sep-24	Apr-25			Low	Low	1	Low	Low	1
WM35	Review of chargeable services and charging	Determine variance from existing costs Consider alternative charging structures Review margins Draft charging proposals	WM36	Shared Waste Service	Shared Waste Service	LO	LO	Finance Teams Members	Aug-24	Jan-25			Medium	Medium	4	Medium	Medium	4
WM36	Review of budgets	Determine variance from existing budgets Consider needs for alternative budget structure Consider impact of chargeable services Consider impact of new services on processing/haulage and recycling sales	WM35			CH	CH	Finance Teams Members	Jul-24	Oct-24			Medium	Medium	4	Medium	Medium	4
WM37	Collection contract signing & consideration of anticipated changes	Letter of intent Agreements re- vehicle procurement Determine requirements for anticipated changes Finalisation of leases Finalisation of contract documentation	All	Legal Services	Legal Services		CH	Finance Teams Legal Services	Jul-24	May-25			Medium	Medium	4	Medium	Medium	4