

<b>Top Risk Code &amp; Title</b>	<b><u>TR59.008 Depot/Transfer Station - CHANGED</u></b>		
<b>Description</b>	<p><b>As a result of:</b></p> <ul style="list-style-type: none"> <li>- The Buntingford Depot/Transfer Station failing to meet Environment Agency requirements, e.g. installation of a fire suppression system</li> <li>- The Environment Agency not issuing the required operating licence</li> <li>- The Environment Agency not agreeing to a further extension to the temporary agreement, which expires in August 2018, to continue operating from the site on the existing basis</li> <li>- Foreclosure on the tenancy agreement, a fire or serious Health &amp; Safety concerns/incident</li> </ul> <p><b>There is a risk that:</b></p> <ul style="list-style-type: none"> <li>- The Environment Agency closes the site</li> <li>- Operational use of the site is not possible or its use is severely restricted</li> </ul> <p><b>This could lead to:</b></p> <ul style="list-style-type: none"> <li>- Service delivery and the management of dry recyclates being significantly affected, e.g. waste collections being suspended/reduced</li> <li>- Dry recyclates being sent directly to the recycling facility</li> <li>- Dry recyclates being sent to landfill</li> <li>- Use of alternative transfer sites (either as a formal Business Continuity arrangement or as an emergency reactive solution)</li> </ul>		
<b>Opportunities</b>	- A joint depot/recycling transfer station with EHDC providing economies of scale		
<b>Consequences</b>	<p>As a result of the risks arising:</p> <ul style="list-style-type: none"> <li>- NHDC could require additional unbudgeted resources</li> <li>- NHDC's reputation could be damaged</li> <li>- NHDC could receive an increased number of complaints from residents</li> <li>- NHDC's performance could deteriorate</li> <li>- NHDC's income/identified savings could reduce</li> </ul>		
<b>Service Area</b>	Place		
<b>Lead Officer</b>	Vaughan Watson	<b>Cabinet Member</b>	Executive Member for Waste Management, Recycling & Environment
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	3	<b>Current Likelihood Score</b>	3
<b>Date Reviewed</b>	23-May-2018	<b>Next Review Date</b>	23-Jul-2018
<b>Work Completed</b>	<ul style="list-style-type: none"> <li>- Initial risks associated with the contract tendering process managed effectively, e.g. IT, telephone and parking issues all resolved</li> <li>- Urbaser submitted application for the operator licence</li> </ul>		
<b>Ongoing Work</b>	<ul style="list-style-type: none"> <li>- EHDC responsible for financing and managing the installation of a fire suppression system</li> <li>- NHDC/EHDC representatives undertaking updated risk assessments and Business Continuity planning</li> <li>- Investigating options for third party providers to provide alternative transfer sites for dry recyclates and for direct delivery to Pearce</li> </ul>		

<b>Linked Action Code</b>	<b>Linked Action Title</b>	<b>Due Date</b>	<b>Status</b>	<b>Progress of Covalent Action</b>

<b>Top Risk Code &amp; Title</b>	<b><u>TR59.009 Food and Garden Waste - NEW</u></b>		
<b>Description</b>	<p>On 16 October 2017, Cabinet approved the introduction of weekly food waste collections and a chargeable garden waste collection service for the new contract, commencing on 9 May 2018.</p> <p><b>As a result of:</b></p> <ul style="list-style-type: none"> <li>- NHDC not providing food waste caddy liners, apart from a limited number when the service is introduced</li> <li>- Residents being unwilling to pay the £40 per year charge (initial £35 early bird offer)</li> <li>- Residents being unhappy with the changes, especially in light of consultation feedback</li> <li>- Problems with the payment process and transfer of data to the operating system</li> </ul> <p><b>There is a risk that:</b></p> <ul style="list-style-type: none"> <li>- The contractor has problems delivering the garden waste collection service, i.e. ensuring residents that have paid have their waste collected and that residents that have not paid do not</li> <li>- Residents fail to utilise the food waste caddies and dispose of food waste in their purple bins</li> <li>- NHDC fails to maintain the required number of residents paying for the chargeable garden waste collection service</li> <li>- Residents dispose of garden waste by alternative (e.g. Household Waste Recycling Centres) or inappropriate (fly-tipping) means</li> </ul> <p><b>This could lead to:</b></p> <ul style="list-style-type: none"> <li>- NHDC not achieving the income figures specified in the budget</li> <li>- Reduced performance (increased residual waste and decreased recycling rate)</li> <li>- Increased incidents of fly-tipping</li> <li>- A high number of complaints and negative press coverage</li> <li>- Customer contact centres being unable to cope with a high volume of calls</li> <li>- Increased costs and negative impact on future AFM payments</li> </ul>		
<b>Opportunities</b>	<ul style="list-style-type: none"> <li>- NHDC maximises take up of the chargeable garden waste collection service and the associated income</li> <li>- The amount of food waste collected increases (and offsets any reduction in garden waste)</li> </ul>		
<b>Consequences</b>	<ul style="list-style-type: none"> <li>- Recycling performance reduces closer to the legislative requirement of 50%</li> <li>- Anticipated savings are not realised</li> <li>- Negative impact on NHDC's finances</li> <li>- Damage to NHDC's reputation</li> </ul>		
<b>Service Area</b>	Place		
<b>Lead Officer</b>	Vaughan Watson	<b>Cabinet Member</b>	Executive Member for Waste Management, Recycling & Environment
<b>Current Risk Matrix</b>			
<b>Current Impact Score</b>	2	<b>Current Likelihood Score</b>	2
<b>Date Reviewed</b>	23-May-2018	<b>Next Review Date</b>	23-Jul-2018
<b>Work Completed</b>	<ul style="list-style-type: none"> <li>- Cabinet approval for service changes (October 2017)</li> <li>- Contract mobilised</li> <li>- Over 40% take up of the garden waste collection service at contract commencement, which has now increased to 47% (May 2018)</li> </ul>		

<b>Ongoing Work</b>	<ul style="list-style-type: none"> <li>- Implementing Communication Plan relating to service changes/implementation issues</li> <li>- Urbaser conducting a data cleansing exercise to resolve the issues with data transfer to the operating system (they have indicated that the system is currently 99% clean), which resulted in problematic collection issues and a high number of complaints</li> <li>- To address short-term implementation issues, Urbaser has doubled the size of its contact centre and operated additional services/hours to “catch up”</li> <li>- No early indications of an increase in fly-tipping or a detrimental impact on HWRCs</li> </ul>
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