

Project Risk Log

Project Name: Waste, Recycling & Street Cleansing Contract Mobilisation and Demobilisation

| Risk No. | Date Raised | Risk Owner | Title | Description | Category | Impact | Probability | I/P Score | Proximity | Last Review Date | Key Affecting Impacts | Completed Risk Mitigating Actions | Ongoing Risk Mitigating Actions | Action Owner(s) | Status of Actions |
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| 2 | 22/07/2024 | Chloe Hipwood | Skills shortage due to staff leaving. | There is a risk that the project cannot be delivered successfully due to lack of staff, skills and experience in the client team as a result of staff leaving. | People, Operational, Reputation | 2 | 3 | 7 | Immediate | 28/05/2025 | Morale | Contract Officer Post recruited to Maternity cover post recruited to Communications officer recruited to | Regular 1-2-1's Regular team meetings New team members undergoing training Recruitment for replacement Comms officer New vacancy - Contract Officer recruitment begun. | CH | Ongoing |
| 3 | 22/07/2024 | Sarah Kingsley/ Jess Khanom-Metaman | Project Management | There is a risk of insufficient project management resource, which delays progress of the work programme and/or increases risks to the councils | Financial, Operational, People, Reputation, Strategic | 3 | 3 | 9 | Immediate | 05/03/2025 | Time Resource Budget | Work Programme developed and presented to LT Agreement for mobilisation project board | Mobilisation Project Board set up | CH | Ongoing |
| 4 | 22/07/2024 | Chris Jeffrey | Skills Shortage for IT development | There is a risk that the customer service centre set up will be delayed due to lack of resources or adequately skilled staff to manage the IT set up. | Financial, Operational, People, Strategic, Information | 2 | 1 | 3 | Immediate | 28/05/2025 | Time Resource Budget | Early engagement meetings begun Core service BPM completed Project Team set up Regular updates from PM Meetings held with Veolia IT Confirmation of trade IT system remaining for an additional year A number of online forms fully integrated. | Regular meetings Remaining online forms have been built and are available to the customer, integration work is continuing. | CJ | Ongoing |
| 5 | 22/07/2024 | Adam Staples | Skills/Resource Shortage for IT development | There is a risk that the customer service centre set up will be delayed due to lack of resources or adequately skilled staff to manage the IT set up. | Financial, Operational, People, Strategic, Information | 3 | 2 | 8 | Immediate | 28/05/2025 | Time Resource Budget | Early engagement meetings begun Core service BPM completed Key staff assigned and consultants procured Meetings held with Veolia IT Budget agreed for development work Confirmation of trade IT system remaining for an additional year Some online forms fully integrated. | Regular meetings Remaining online forms are in development. | AS | Ongoing |
| 6 | 22/07/2024 | Jeanette Lowden | Current contractor drop in performance | There is a risk that the quality of current services will drop as a consequence of the incumbent losing the contract | Operational, Reputation | 2 | 1 | 3 | Immediate | 28/05/2025 | External Factors, Resource | Regular contract meetings Met with FCC management Regular review of performance with FCC CM Outstanding work has transferred to Veolia. | Increased monitoring of key hot spot areas - currently impacted by staff shortages Two managers leaving - decision requirement on recruitment options | JL,KP | Completed |
| 7 | 22/07/2024 | Chloe Hipwood | Delay to vehicle delivery due to award delay | There is a risk that vehicles will not be delivered for contract start due to delays in awarding the contract. | Financial, Operational, People, Reputation, Strategic | 2 | 1 | 3 | 1-3 months | 28/05/2025 | Time | Letter of Comfort sent for NHC & EHC vehicles Majority of vehicles arrived as expected for contract start | EV vehicles delayed due to vehicle manufacturing fault. Awaiting confirmation of solution from Veolia. Additional service change vehicles anticipated to be online. | CH | Ongoing |
| 8 | 22/07/2024 | Chloe Hipwood | Service compliance | There is a risk that the service will not conform to the statutory guidance once published | Financial, Operational, Regulatory, Strategic | 1 | 1 | 1 | Life of project | 28/05/2025 | External Factors | Draft guidance considered by both Executive and Cabinet Guidance identifies that service is compliant. | | CH | Completed |

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| 9 | 22/07/2024 | Rachel Cooper | Garden Waste Direct Debits - NHC | There is a risk that existing direct debits can not be transferred to inhouse finance systems | Financial, Information, Operational, People, Reputation, | 1 | 1 | 1 | Immediate | 28/05/2025 | Time Resource | Early engagement meetings begun Timelines developed Payment systems testing complete Process mapping with Customer Service Payment integrations begun Liaison with Interbacs Communication with cusomer base System testing Soft launch of web portal DD's taken and service operating as expected. ECHO integration working | Final tweaks to IT Integrations needed | RC, SM, LO, CJ | Ongoing |
| 10 | 22/07/2024 | Anita Higgs | Garden Waste Direct Debits - EHC | There is a risk that existing direct debits can not be transferred to inhouse finance systems | Financial, Information, Operational, People, Reputation, | 3 | 3 | 9 | Immediate | 28/05/2025 | Time Resource | Early engagement meetings begun Process mapping with Customer Service Communication with cusomer base Liaison with Interbacs | In house DD's testing - not yet complete DD's set up for other services - not yet complete IT Integrations - not yet completed System testing ongoing Soft launch of web portal - not yet completed | AH, SM, LO, AS | Ongoing |
| 12 | 22/07/2024 | Chloe Hipwood | EV Charging Infrastructure - NHC | There is a risk that the charging infrastructure will not be in place for time for the start of the contract | Financial, Operational | 2 | 1 | 3 | 1-3 months | 28/05/2025 | Time, Resource, Budget, External Factors | Feasibility assessments undertaken Depot visits from Veolia complete Lease assignment Grid capacity request Budget allocation Procurement Installation | | GH | Completed |
| 13 | 22/07/2024 | Geoff Hayden | EV Charging Infrastructure - EHC | There is a risk that the charging infrastructure will not be in place for time for the start of the contract | Financial, Operational | 3 | 3 | 9 | 1-3 months | 28/05/2025 | Time, Resource, Budget, External Factors | Feasibility assessments undertaken Depot visits from Veolia complete Procurement Glendale move | Alterations to Buntingford electricity supply/ fuse board still to be completed. Grid capacity request Budget allocation Installation | IA, MC | Ongoing |
| 14 | 22/07/2024 | Sarah Kingsley/ James Ellis | Insufficient staff resource | There is a risk that the project has insufficient staff resources because of the necessity to maintain business as usual | Financial, Operational, People, Reputation, | 2 | 3 | 7 | Immediate | 05/03/2025 | Resource, Budget | IT projects managed corporately | Prioritisation of work streams | CH | Ongoing |
| 15 | 22/07/2024 | Jeanette Lowden | Lack of training in contract management | There is a risk that the client team is not fully functioning and can not manage the contract sufficiently due to lack of training in the new contract | Financial, Operational, People, Reputation, | 1 | 1 | 1 | >6 months | 28/05/2025 | Resource, Time | Circulation of specification Stable team Training arranged on specification and PMR Engagement of staff in IT set up | Regular team meetings | JL, KP | Completed |
| 16 | 22/07/2024 | Veolia | Permitting of Buntingford Depot | There is a risk that the service will not conform to the latest regulations regarding permitted activities at Buntingford depot and/or the permit is not transferred in time due to delayed contract award. | Financial, Operational, People, Regulatory, Reputation, | 2 | 1 | 3 | Immediate | 28/05/2025 | External Factors, Resource | Permit transferred to Veolia | | Veolia | Completed |
| 17 | 22/07/2024 | Chloe Hipwood/ Jeanette Lowden | Health and Safety | There is a risk that the service will not conform to the latest regulations regarding health and safety | Financial, Operational, People, Regulatory, Reputation, | 3 | 1 | 6 | Life of project | 05/03/2025 | External Factors, Resource | Health and safety management evaluated as part of the bid process Depot walk about completed with Veolia | Review of risk assessments and SSoW as part of mobilisation | JL, KP | Ongoing |

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| 18 | 22/07/2024 | Sarah Kingsley/ Jess Khanom-Metaman | Funding for communication campaigns | There is a risk that sufficient funding is not available to adequately inform residents of necessary changes to their services. There is also a risk the each authority makes differing decisions on communications spend which affects how the service is perceived by residents. | Financial, Operational, People, Information, Reputation | 3 | 1 | 6 | Immediate | 05/03/2025 | Budget, Time | Draft Comms Plan developed Member workshop held Budget agreed | Ongoing review of necessary engagement of residents | CH/LO | Ongoing |
| 19 | 22/07/2024 | Jeanette Lowden | Folly Island | There is a risk that residents are unhappy with the requirement to have standard services | People, Reputation | 1 | 3 | 4 | 1-3 months | 28/05/2025 | Time, Politics, External Factors | Review on site Proposal report drafted Consultation with residents complete Letters regarding changes sent Initial switch to fortnightly wheeled bins for residual waste | Consider resident champions Communications aligned with rest of district | JL, KP, LO | Ongoing |
| 20 | 22/07/2024 | Chloe Hipwood | MRF Contract | There is a risk that the MRF contract is not procured in time/ or that there are no preferred bidders | Financial, Operational, People, Regulatory, Reputation, Strategic | 2 | 1 | 3 | 1-3 months | 28/05/2025 | Time, Resource, External Factors | Hertsmere agreement to participate Documents in final drafting stage Legal and procurement teams engaged Tender published Contract let | Contract signing still required | CH | Ongoing |
| 21 | 22/07/2024 | Anna Osbourne | Additional Buntingford Parking | There is a risk that the use of the Affinity Water site is not secured for the start of the contract | Financial, Operational, People | 2 | 2 | 5 | 1-3 months | 28/05/2025 | External Factors | | Licence to use still not confirmed. | AO | Ongoing |
| 23 | 22/07/2024 | Jeanette Lowden | Bin procurement | There is a risk that bins are not procured in time or that there is inadequate storage prior to delivery to households | People, Operational, Financial, Reputation | 3 | 1 | 6 | Immediate | 28/05/2025 | Time, resource, budget | Procurement options established Specification drafted Tender published Contract let Storage location confirmed Initial bins and rolling stock delivered. | Bin deliveries continue. | JL, KP | Ongoing |
| 24 | 22/07/2024 | Jeanette Lowden | Food Caddy Procurement | There is a risk that caddys are not procured in time or that there is inadequate storage prior to delivery to households | People, Operational, Financial, Reputation | 3 | 1 | 6 | Immediate | 28/05/2025 | Time, resource, budget | Procurement options established Specification drafted Storage location identified Tender published Contract let | Deliveries to storage site due June 25 | JL, KP | Ongoing |
| 26 | 22/07/2024 | Chris Jeffrey | Availability of online services - NHC | There is a risk that the online web services are not set up for self serve in sufficient time for the start of the contract | Financial, Information, Operational, People, Reputation, Strategic | 2 | 2 | 5 | 1-3 months | 28/05/2025 | Time, Resource, External Factors | Early engagement meetings BPM completed for core services Meetings held with Veolia IT Timeline for IT development established PID signed off A number of forms are live | System integration and testing required for remaining forms. | SM, CJ | Ongoing |
| 27 | 22/07/2024 | Adam Staples | Availability of online services - EHC | There is a risk that the online web services are not set up for self serve in sufficient time for the start of the contract | Financial, Information, Operational, People, Reputation, Strategic | 2 | 3 | 7 | 1-3 months | 28/05/2025 | Time, Resource, External Factors | Early engagement meetings BPM completed for core services Meetings held with Veolia IT Timeline for IT development established Additional customer service support allocated. Direct entry into ECHO by customer service agents rather than via online forms | IT system set up and testing Allocation of sufficient resources | SM, AS | Ongoing |

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| 29 | 22/07/2024 | Chloe Hipwood/ Jeanette Lowden | TUPE transfer of staff | There is a risk that the incumbant lose significant numbers of staff or do not recruit, or staff don't wish to transfer through TUPE and the new contract is short staffed and under performs. | Information, Operational, People, Reputation, | 3 | 1 | 6 | 1-3 months | 28/05/2025 | External Factors, Morale | Meeting with FCC management undertaken Veolia engaging with FCC and car park cleansing contract manager Continued engagement by all parties. Drafting in of additional resources by the Preferred Bidder | | JL | Completed |
| 30 | 22/07/2024 | Jeanette Lowden | Flats Bin Capacity | There is a risk that bin capacity provision at flats is not reviewed in sufficient time to avert excess waste and collection problems at the start of the new contract or avert additional costs associated with weekly collections | Financial, Information, Operational, People, Reputation, | 2 | 1 | 3 | 4-6 months | 28/05/2025 | Time, Resource | All new flats assessed for new capacities Bin size review completed New bin deliveries scheduled | Bin deliveries to occur with roll out | JL, KP | Ongoing |
| 31 | 22/07/2024 | Jeanette Lowden | Litter Bin Review | There is a risk that litter bin locations are not rationalised by the start of the contract and that there are additional contract costs | Financial, Information, Operational, Strategic | 2 | 3 | 7 | 1-3 months | 28/05/2025 | Time, Resource, Politics | Built into work programme Litter bin RAG review complete workshop held with members Engagement with wards, towns and parishes Agreement of final list to remove | Removal of bins which require pavement reinstatement | JL, KP | Ongoing |
| 32 | 22/07/2024 | Jeanette Lowden/ Louise Overington | Historical Data Transfer | There is a risk that historical data regarding service complaints and enquiries can not be transferred to the new contract IT system | Information, Operational, People, Reputation, | 1 | 2 | 2 | 1-3 months | 28/05/2025 | Resource, External Factors | Proposed set up of spreadsheet for historical data Hard code all previous data used in reporting Call centre scripting | | SM,JL,LO,KP, GB | Completed |
| 33 | 22/07/2024 | Louise Overington | Trade Waste IT | There is a risk that the trade waste IT system is not fit for purpose following a move to a new Waste Management IT system. | Information, Operational, Reputation | 1 | 2 | 2 | 4-6 months | 28/05/2025 | Budget, Time, Resource | Assessment of pros and cons of functionality alongside new system System retained for 1 year. | Functionality built into new CRMs | SM | Ongoing |
| 34 | 22/07/2024 | Geoff Hayden/ Anna Osbourn | Buntingford Repairs | There is a risk that Buntingford is not handed back to EHC with dilapidation repairs complete or EHC works not complete e.g. vehicle wash. | Financial, Operational, | 2 | 3 | 7 | Immediate | 28/05/2025 | Time, Resource, Budget | Walls in transfer shed have been repaired. Toilet block removed | Estates to arrange a dilapidations survey | GH, JL | Ongoing |
| 35 | 22/07/2024 | Michael Clark/Phil Doggett | Letchworth Repairs | There is a risk that Letchworth is not handed back to NHC with dilapidation repairs complete or NHC works not complete | Financial, Operational, | 2 | 3 | 7 | Immediate | 28/05/2025 | Time, Resource, Budget | Dilapidations survey received. | Estates to determine dilapidations costs for FCC. Work to be completed by the council TBC | MC, JL,PD | Ongoing |
| 36 | 22/07/2024 | Chris Jeffrey | Bin Collection Day Search - NHC | There is a risk that the bin day collection search is not up and running for the start of the contract or with timely changes for service change | Information, Reputation | 2 | 1 | 3 | 1-3 months | 28/05/2025 | Resource, External Factors | Early engagement meetings IT teams have met with Veolia IT API documents provided Demo of system shown Bin day search online and available. | Development of mobile APP | CJ, SM | Ongoing |
| 37 | 22/07/2024 | Adam Staples | Bin Collection Day Search - EHC | There is a risk that the bin day collection search is not up and running for the start of the contract or with timely changes for service change | Information, Reputation | 2 | 3 | 7 | 1-3 months | 28/05/2025 | Resource, External Factors | Early engagement meetings IT teams have met with Veolia IT API documents provided Demo of system shown | Development of mobile APP Bin day search in development | AS, SM | Ongoing |
| 38 | 22/07/2024 | Sara Mellor | Data Protection | There is a risk that the contract will not be compliant wth GDPR | Financial, Operational, Regulatory, Reputation | 1 | 1 | 1 | Life of project | 26/11/2024 | Resource, External Factors | Review of data to be held New data sharing agreement in place | | SM, TS, JH | Ongoing |

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| 39 | 22/07/2024 | Chloe Hipwood | Food Waste Disposal | There is a risk that the change in disposal location will result in additional costs to the council as a result of a contract change requirement | Financial, Operational | 2 | 1 | 3 | 4-6 months | 28/05/2025 | Budget, Resource | Notification given to Veolia Discussions with SP on procedure for agreement post award | Negotiation with the Veolia via contract change procedure | CH, CA, IA | Ongoing |
| 40 | 22/07/2024 | Phil Doggett/ Isabelle Alajooz | Availability of Letchworth Depot | There is a risk that the Letchworth depot is not vacated in time | Operational, | 3 | 1 | 6 | 1-3 months | 05/03/2025 | External Factors | Change notice sent to FCC to end contract Lease termination date aligned with the end of the contract. Depot vacated on time. | | PD/IA | Completed |
| 41 | 24/07/2024 | Geoff Hayden | Glendale Move | There is a risk that Glendale do not vacate the Buntingford Depot in time for the new provider to move in. This may also impact on the ability to install EV charging infrastructure. | Operational, Financial, Reputation | 2 | 3 | 7 | Immediate | 05/03/2025 | Budget, Resource, External Factors | New site cleared Glendale approached Planning applications being developed Glendale moved off site | Buntingford still to be cleared | GH | Ongoing |
| 42 | 08/08/2024 | Anita Higgs | Trade Direct Debits - EHC | There is a risk that the trade waste direct debit implementation creates additional work at a critical time during the mobilisation of the waste contract and that team capacity is affected if not implemented due to new EPR reporting requirements | Operational, Financial, Reputation | 2 | 3 | 7 | >6 months | 28/05/2025 | Resource | Reassurance provided by finance | | AH | Ongoing |
| 44 | 29/08/2024 | Louise Overington | Service Change Communications | There is a risk that the service change communications plan does not effectively inform the majority of resident in how to participate effectively in the use of new services, or that the communication differs between authorities and that this causes confusion amongst residents. | Reputational Operational | 3 | 2 | 8 | Immediate | 05/03/2025 | Finance Resource | Draft Communications plan Timeline moved forward due to bin deliveries Member workshop held | Liaison with communication teams ongoing. Budget bids required to match communications plan for each authority Mobile app being considered to support resident communication. | CH | Ongoing |
| 45 | 02/01/2025 | Chloe Hipwood | Termination of FCC contract | There is a risk that an early termination of the FCC contract can not be agreed or that costs are in excess of budgets. A mid week termination would put additional operational pressure on Veolia during mobilisation, meaning an increased risk of service disruption during the first week. | Operational, Financial, Reputation | 2 | 1 | 3 | Immediate | 28/03/2025 | Budget, Resource, External Factors | Meetings held with FCC Change Notice issued Costs agreed Contract terminated | | CH | Completed |
| 46 | 28/05/2025 | Louise Overington | Print deadlines | There is a risk that the service leaflet and day change information can not be printed on time due to delays in the provision of day change and mobilisation plan information. Leading to increased delivery costs, confusion by residents or increased contacts as a result of delays in information provision. | Operational, Financial, Reputation | 3 | 1 | 6 | Immediate | 28/05/2025 | Budget, Resource, External Factors | Meetings held with Veolia | Checking of data Pre-preparation of print copy | CH, LO, SM, JL | Ongoing |