

Strategic Risk Catalogue

Section or Service

Risk category

Waste Collection

Customer, Environmental/Financial

Risk No	Vulnerability (Why, what's happening, what's the problem)	Trigger/risk (What's the event/ what could go wrong?)	Consequences (What would occur as a result, how much of a problem would it be, to whom and why?)	Current Rating
1	Purchase / acquisition of food waste collection vehicles may not be completed by Monday 31 <sup>st</sup> January 2011	Lead times for these vehicles cannot be established until the order is placed with the manufacturer. The vehicles may not be available in time for the first collection.	<ul style="list-style-type: none"> <li>Specialist food waste vehicles not available in time for the first collection</li> <li>Hired vehicles would be required which are likely to be more expensive</li> <li>No sealed vehicles could be available for the collection of this waste resulting in the service being delayed</li> </ul>	B2
2	Unable to collect all the refuse within operating hours using five refuse vehicles, resulting in waste not being collected or additional resources being required.	Levels of refuse are not reduced sufficiently through the fortnightly collections.	<ul style="list-style-type: none"> <li>All refuse would not be collected on the scheduled collection day</li> <li>Additional resources would be required resulting in less savings being achieved</li> </ul>	C3
3	Levels of recycling increase above the levels of the existing	Fortnightly refuse collections lead to	<ul style="list-style-type: none"> <li>Some recycling can not be collected on the</li> </ul>	C2

	resource	significantly more recycling being presented for collection	<p>scheduled collection day</p> <ul style="list-style-type: none"> <li>• Additional resources would be required resulting in increased costs for the collection of dry recycling</li> </ul>	
4	Communications campaign fails to engage residents	Residents fail to reduce their waste or use their food waste collection	<ul style="list-style-type: none"> <li>• Large quantities of refuse left as side waste next to the bin</li> <li>• Higher levels of waste dumped on pavements / flytipped</li> </ul>	C2
5	Kitchen caddies are contaminated with non-food based wastes	Residents do not receive or fail to read the informational leaflet regarding the acceptable food waste items	<ul style="list-style-type: none"> <li>• High numbers of caddies can not be emptied by the food waste collection vehicles</li> <li>• Increased numbers of phone calls to the contact centre</li> <li>• Caddies required to be emptied into domestic waste</li> </ul>	D3
6	Kitchen caddies are not received in time for delivery	Residents are unable to separate their food waste out for collection	<ul style="list-style-type: none"> <li>• The food waste collection scheme is delayed</li> <li>• Residents are confused about the new service and fail to participate when caddies are delivered</li> </ul>	D1

## Risk Action Plan

Risk Number	Current Risk Score	Target Risk Score	Description			
1	B:2	C:3	Purchase / acquisition of food waste collection vehicles may not be completed by Monday 31 <sup>st</sup> January 2011			
Action/Controls already in place	Adequacy of action/control to address risk	Required management action/control	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates
Contact has been made with various suppliers regarding the provision of these vehicles. Sita UK Ltd have a Fleet department who would be able to source vehicles on behalf of Maidstone Borough Council	Fair	Decision needs to be taken as soon as possible to allow the acquisition of the vehicles. Delay in decision would require delay to the start of the service. Ongoing liason with Sita UK Ltd Fleet department and supplier	Jennifer Gosling	Acquisition of seven food waste collection vehicles	Fortnightly from decision until start of collections to ensure vehicle supply is on target	31 <sup>st</sup> January 2011

Risk Number	Current Risk Score	Target Risk Score	Description			
2	D:3	D:3	Unable to collect all the refuse within operating hours using five refuse vehicles, resulting in waste not being collected or additional resources being required.			
Action/Controls already in place	Adequacy of action/control	Required management	Responsibility for action	Critical success factors & KPIs	Review frequency	Key dates

	<b>to address risk</b>	<b>action/control</b>				
Significant work has been undertaken by the waste team and local Sita UK Ltd management to ascertain the resource requirement for a fortnightly refuse collection	Good	Approval of Policy & Procedure statement specifying only properties on black sacks to retain weekly refuse collections and side waste not accepted. Ongoing monitoring of tonnages of waste collected and participation monitoring of the recycling and food waste collections	Jennifer Gosling	Approval of Policy & Procedure Statement.  Participation rate for the recycling and food waste collections.	Monthly	September 2010 and ongoing

<b>Risk Number</b>	<b>Current Risk Score</b>	<b>Target Risk Score</b>	<b>Description</b>			
3	C:2	D:2	Levels of recycling increase above the levels of the existing resource			
<b>Action/Controls already in place</b>	<b>Adequacy of action/control to address risk</b>	<b>Required management action/control</b>	<b>Responsibility for action</b>	<b>Critical success factors &amp; KPIs</b>	<b>Review frequency</b>	<b>Key dates</b>

Some spare capacity within the recycling collections has been identified and participation rates are already fairly high	Average	Participation monitoring before and after the introduction of food waste and fortnightly refuse collections. Restructuring of the recycling rounds where necessary to manage variations in the level of resource required. Monitoring of kg/recycling per household to manage the increase and determine levels when additional resource may need considering	Jennifer Gosling / Waste Team	Participation rate and kg/recycling per household	Monthly	September 2010 – baseline participation monitoring  31 <sup>st</sup> January 2011 – implementation of food waste and fortnightly refuse collections  Monitoring ongoing
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<b>Risk Number</b>	<b>Current Risk Score</b>	<b>Target Risk Score</b>	<b>Description</b>			
4	C:2	D:3	Communications campaign fails to engage residents			
<b>Action/Controls already in place</b>	<b>Adequacy of action/control to address risk</b>	<b>Required management action/control</b>	<b>Responsibility for action</b>	<b>Critical success factors &amp; KPIs</b>	<b>Review frequency</b>	<b>Key dates</b>

<p>Initial discussions have already taken place with the communications team to ascertain the most effective methods for communicating these service changes to residents. WRAP guidance is available along with additional support as part of the funding provided. Experience from the implementation of the mixed dry recycling will also be used.</p>	<p>Good</p>	<p>Project Board will be set up and this will include members of the communications team. Meetings with local press will be arranged to ensure information provided is correct and their support is gained. Communications plan will be developed in conjunction with WRAP.</p>	<p>Annika Fraser / Jennifer Gosling</p>	<p>Communication Plan produced  Customer satisfaction levels monitored</p>	<p>Fortnightly meetings with Project Board</p>	<p>September 2010</p>
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<b>Risk Number</b>	<b>Current Risk Score</b>	<b>Target Risk Score</b>	<b>Description</b>			
5	D:3	E:2	Kitchen caddies are contaminated with non-food based wastes			
<b>Action/Controls already in place</b>	<b>Adequacy of action/control to address risk</b>	<b>Required management action/control</b>	<b>Responsibility for action</b>	<b>Critical success factors &amp; KPIs</b>	<b>Review frequency</b>	<b>Key dates</b>

WRAP have guidance and communication templates which have been developed as part of their trials and have proved successful.	Good	Project Board meetings will be held to ensure that all literature is clear and details of what can and can't be accepted will be provided.	Annika Fraser	Leaflets produced	Fortnightly meetings	September 2010 onwards
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<b>Risk Number</b>	<b>Current Risk Score</b>	<b>Target Risk Score</b>	<b>Description</b>			
6	D:1	E:2	Kitchen caddies are not received in time for delivery			
<b>Action/Controls already in place</b>	<b>Adequacy of action/control to address risk</b>	<b>Required management action/control</b>	<b>Responsibility for action</b>	<b>Critical success factors &amp; KPIs</b>	<b>Review frequency</b>	<b>Key dates</b>
The ESPO framework is available to purchase the caddies without requiring procurement. Discussions with manufacturers has identified that the current lead time is approximately 6 weeks however this can not be confirmed until an order is placed	Good	Order must be placed as soon as possible and regular liaison between MBC and the supplier is required.	Jennifer Gosling	Order for caddies placed  Delivery of caddies to depot	Fortnightly	September 2010 - ongoing