

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	Residents not willing to hire garden waste bins	Price is deemed too high More households unsuitable for wheeled bins that expected Reasons behind changes not clearly explained	Reputational risk of bad publicity Garden waste presented in black sacks and can not be collected Increase in waste being dumped on street	C3
2	Residents not aware of the changes being introduced to the garden waste service	Message is not clearly publicised	Negative publicity Reputational risk Complaints made to retailers about lack of stock	D2
3	Unable to satisfy high demand for garden bin requests	Higher than expected demand for the bins Unable to maintain large enough stock to satisfy	Reputational risk High level of complaints	C2

		demand	Waste dumped on street	
4	Developers / New occupiers refuse to pay for new or replacement bins	Information is not publicised sufficiently Information not included as part of property search	Residents not provided with appropriate containers for waste and recycling Waste presented in inappropriate containers Increased spillage / littering	D3
5	Rationalised recycling sites do not meet the needs of the local community	Residents continue to use recycling sites for glass and cartons rather than the new kerbside collection Information about the kerbside collection is not clear Landowners do not wish to maintain the textile banks	Recycling left around the remaining banks or at former recycling sites has to be disposed of Negative publicity	D3
6	Residents not willing to store black sacks in property for 2 weeks	Review of black sack properties fails to take residents' views into consideration Residents not willing to use weekly food waste collections to reduce their residual waste	Black sacks dumped on pavement Increased problems with littering if waste left out on pavements Negative publicity	C3

Risk Action Plan

Risk Number	Current Risk Score	Target Risk Score	Description			
1	C3	D3	Residents not willing to hire garden waste bins			
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
Garden bins have been incentivised over the past couple of years with price remaining low. All households have been assessed for suitability for bins. Refuse bin policy already in place.	Fair	Price maintained at reasonable level and not increased significantly at start of new contract	Jennifer Gosling	Number of garden bin accounts	Monthly	July 2013

Risk Number	Current Risk Score	Target Risk Score	Description			
2	D2	E3	Residents not aware of the changes being introduced to the garden waste service			
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

Comprehensive communications plan prepared to ensure message is targeted to users of garden sack service. Experience / lessons learnt from changes to garden sack service in 2010.	Good	Monitoring of bin requests and levels of bags presented for collection. Monitoring of crews to confirm bin tags being left to advise residents	Jennifer Gosling	Level of complaints Number of garden bin accounts	Monthly	July 2013
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Risk Number	Current Risk Score	Target Risk Score	Description			
3	C2	D3	Unable to satisfy high demand for garden bin requests			
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
Large bin stock and future orders already in place. Additional capacity to deliver bins available through overtime	Fair	Weekly monitoring of bin requests to ensure stock is sufficient and new orders are placed in time to receive the bins. Alternative suppliers available to provide bins if necessary	Jennifer Gosling	Level of bin requests Monthly stock figures	Weekly	July 2012 – Aug 2013

Risk Number	Current Risk Score	Target Risk Score	Description			
4	D3	E4	Developers / New occupiers refuse to pay for new or replacement bins			
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
Already in operation for euro bins and have experience of working with developers Alternative methods of collection could be considered whilst disputes are resolved.	Fair	Information needs to be included with information provided as part of property searches. Information updated on website. Information provided to estate agents and developers.	Jennifer Gosling	Level of complaints Number of bins purchased	Quarterly	September 2012

Risk Number	Current Risk Score	Target Risk Score	Description			
5	D3	E3	Rationalised recycling sites do not meet the needs of the local community			
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

Recycling sites have been reviewed previously following changes to kerbside service without any issues. Monthly monitoring of the tonnage figures. Sufficient time to gain 12 months of baseline data for comparison with the data obtained following service changes.	Good	Involvement / consultation of Ward Members, Parish Councils, land owners and users of the facilities in decision to remove banks	Jennifer Gosling	Level of complaints	Quarterly	July 2013 – 12 month baseline results March 2014 – 6 months following kerbside collection
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Risk Number	Current Risk Score	Target Risk Score	Description			
6	C3	D2	Residents not willing to store black sacks in property for 2 weeks			
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

Policy will not be introduced across all exempted properties, but will be dealt with on individual notice. Will seek to gain residents' support of changes before considering introducing any.	Good		Jennifer Gosling	Level of complaints Customer satisfaction	Monthly	July 2013 - ongoing
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