

Appendix 2 – Risk Register

Risk	Description	Controls	Rating	Further controls required
Volatility of Vehicle Market	Vehicle lead-times increase further, inability to secure sufficient vehicles to provide part / whole statutory waste service	<ul style="list-style-type: none"> - Contract extension until March 2024 to give 14 month lead-time - Incumbent available to use existing fleet - Additional 3-month extensions - Hire vehicles 	High	<ul style="list-style-type: none"> - Monthly monitoring of vehicle lead-times - Agreements in place for hire vehicles - Update Business Continuity Plans
Contract Value	Final Tender is not affordable due to significant increase in Contract Value	<ul style="list-style-type: none"> - Increase included in MTFS - Competitive dialogue process to identify risk pricing and avoidable costs 	High	<ul style="list-style-type: none"> - Review before Invitation to Submit Final Tender
Incumbent withdraws from process	Due to the current market conditions, several large contractors have withdrawn from contract negotiations. The incumbent could decide the risk within the new contract exceeds their risk appetite and therefore withdraw from the process prior to the extension being agreed.	<ul style="list-style-type: none"> - Agree extension prior to Final Tender - Reviewing specification following feedback from bidders during dialogue - Issuing documents prior to Final Tender to get feedback - Red line issues discussed in detail 	Medium	<ul style="list-style-type: none"> - Agree extension urgently
Lack of Competition	Withdrawal of bidders from process due to inability to submit compliant bid or due to unacceptable risk results in	<ul style="list-style-type: none"> - Identifying and reviewing red-line issues throughout the dialogue process 	Medium	<ul style="list-style-type: none"> - LATCo option being explored as alternative

	lack of competition for Final Tender and increase price or result in red-line issues being non-negotiable	<ul style="list-style-type: none"> - Extension to create fair playing field for all bidders - Competitive dialogue process 		
Extension with unsuccessful bidder	If incumbent is unsuccessful / withdraw from the new contract there is a risk that the prolonged mobilisation period could lead to poor performance, withdrawal of resources, higher complaints, disengaged staff for longer period of time	<ul style="list-style-type: none"> - Performance mechanism will remain in place - Recovery of previous losses - Not significantly longer mobilisation period - Partnership Board 	Low	<ul style="list-style-type: none"> - Monthly monitoring of performance
Extension exceeds 10% contract value	If the extension is extended further there is a risk, it will exceed 10% of the Contract Value and could be challenged	<ul style="list-style-type: none"> - Requirement to provide statutory service - Delay to procurement process and not replacement - Those likely to challenge have had opportunity to bid 	Low	<ul style="list-style-type: none"> - Agreement from Ashford and Swale to this approach