

Appendix 1 – Risk Management – Mid Kent Waste Contract Award

Vulnerability/Risk	Trigger	Consequences	Current Rating
Contract Award	<ul style="list-style-type: none"> - One or more authorities do not agree the award - Bid is not compliant so cannot be awarded - Bidder withdraws from process 	Contract cannot be awarded Reputational risk to the Council Unable to deliver statutory duties Legal costs	Likelihood: 2 Impact: 4 Rating:8
Deliverability	<ul style="list-style-type: none"> - Resource plan is not robust - Mobilisation plan not adequate - Insufficient experience - Data provided is inaccurate - Specification unclear or misinterpreted 	Service failures Reputational risk to the Council Unable to deliver statutory duties	Likelihood: 3 Impact: 4 Rating: 12
Vehicle availability	<ul style="list-style-type: none"> - Lead-times become prolonged - Order books closed - Hire market limited 	Service failures Unable to deliver statutory duties Reputational risk to the Council	Likelihood: 2 Impact: 4 Rating: 8
Financial	<ul style="list-style-type: none"> - TUPE information incorrect - Indexation increases significantly 	Contract cost exceeds the budget within MTFS Service reductions required to meet budget Savings required elsewhere to offset costs	Likelihood: 3 Impact:3 Rating: 9
Challenge	<ul style="list-style-type: none"> - Contract extension - Non-compliant bid accepted - Process unfair 	Delay to contract award Contract cannot be awarded	Likelihood: 2 Impact:3 Rating: 6

No.	Current Rating	Target Rating	Risk		
1	8	6	Contract Award		
Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
Regular and ongoing engagement with decision makers Decision already taken by Members to pursue this route	Good	Joint meeting of Cabinet / Executive / Committee if decision is not agreed in December to consider options	Jennifer Stevens	Contract Award Decision taken by each authority Letter of Comfort issued	Weekly until end Jan 2023

Maidstone has depot and resources available to offer alternative service if required Business continuity plans Extension option available with incumbent					
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No.	Current Rating	Target Rating	Risk		
2	12	8	Deliverability of Service		
Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
Competitive Dialogue process to refine solution and issue clarifications Consultant support to review resource plans and submissions Bidder CVs and experience captured in submission Client officers reviewing resourcing and submission and seek clarification Contractual protections in place	Good	References followed up Regular mobilisation meetings to identify risks Risk register to be created for mobilisation	Jennifer Stevens	Mobilisation Plan in place and delivered	Monthly

No.	Current Rating	Target Rating	Risk		
3	8	6	Vehicle Availability		
Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
Quotes obtained from vehicle manufacturers with lead-times	Good	Regular mobilisation meetings Contingency plans developed Depot to be in place to take delivery of vehicles before contract start	Jennifer Stevens	Vehicles delivered Contract commencement	Monthly

<p>Contract commencement delayed enabling longer mobilisation period</p> <p>Further extensions of current contract available</p> <p>Vehicle specifications simplified where possible</p> <p>Vehicle hire arrangements in place</p> <p>Reassurance from Fleet Director</p>					
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No.	Current Rating	Target Rating	Risk		
4	9	6	Financial		
Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
<p>Three-staged process has refined costs</p> <p>Risks have been identified and eliminated from the pricing</p> <p>MTFS based on higher initial cost estimations</p> <p>Local Authority comparator used to ensure costs realistic</p> <p>Section 151 Officer engagement through the process</p> <p>Indexation matched to the actual cost profile of bidders</p>	Fair	<p>Projections of indexation factored into costs</p> <p>Review of position on staff pay rates to project increases</p>	Jennifer Stevens	Contract cost as of April 2024 is within MTFS budget	Monthly

No.	Current Rating	Target Rating	Risk		
5	6	3	Challenge		

Control in place	Adequacy of controls	Required action/control	Responsible Officer	Success Factors	Date for Review
Contract extension within 50% of contract value Agreed early in process before final tender Legal advice sought throughout procurement Consultants advise sought throughout procurement Bid checked for compliance Procurement oversight throughout	Good	Extension to be advertised Ongoing dialogue with incumbent to manage process	Jennifer Stevens	Contract Awarded No challenge received	Weekly until Feb 2023