Appendix 2A

Gloucestershire Joint Waste Committee
Strategic Risk Register (JWC Version 10/02/15)
Last Reviewed 28/01/15

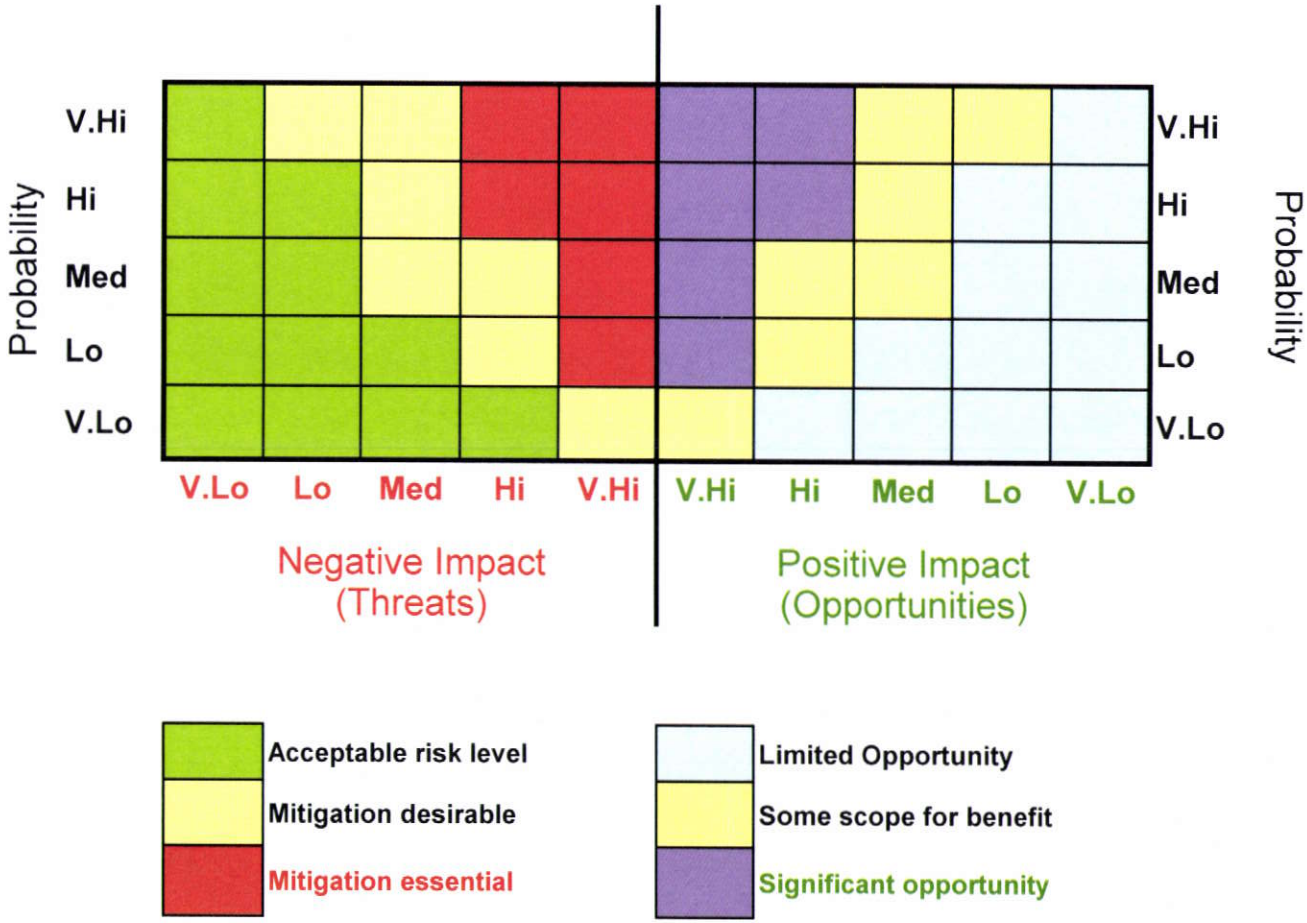
Read with Risk Appetite Matrix (see Appendix 2B)

Impact (threats)	Impact (opportunities)	Probability
v.Lo = Negligible	Negligible	v.Lo = Not foreseeable
Lo = Minor	Minor benefit	Lo = Unlikely
Med = Moderate	Moderate benefit	Med = Possible
Hi = Major	Major benefit	Hi = Likely
v.Hi = Catastrophic	Groundbreaking benefit	v.Hi = Almost certain

Ref	Area	Risk	Effect	Raw Score			Mitigation planned	Mitigated Score			Future Actions	Target Score		
				Impact	prob.	score		Impact	Prob.	score		Impact	Prob.	Aim
R1	Financial	Pressure to reduce budgets places existing services under financial pressure. The affordability of existing services becomes more questionable.	Services may have to change or service providers have to save money by adjusting the service offered.	Med	Hi		Work with service suppliers to either reduce price or change service offer to be more affordable.	Lo	Hi		Under guidance from the JWC, meet with suppliers to discuss how to deliver savings.	Lo	Hi	
R2		Improvements to services are harder to make in a climate of financial hardship.	Service providers can only offer service improvements by being more efficient or by making savings elsewhere.	Med	Hi		Work with service suppliers to discuss changes to bring forward efficiencies which can be re-invested. Evaluate future service options	Lo	Hi			Lo	Hi	
R3		Waste growth per household leads to increased volumes of waste requiring collection and/or treatment/disposal.	Budget pressure created by increasing waste volumes.	Med	Hi		Continued public engagement and interventions to encourage diversion	Lo	Hi		Under guidance from JWC consider future service options that will discourage waste growth and encourage avoidance and diversion	Lo	Hi	
R4		Income from sales of recyclate (Risk)	Material values have dropped in the last 12 months and show no early signs of recovery.	Med	Hi		This is due to market forces but maintaining high quality of materials will help cushion the risk	Lo	Hi		Ensure that the best deals are made with processors and other opportunities to market materials are taken in due course	Lo	Hi	
O1		Income from sales of recyclate (Opportunity)	Sell materials directly, eliminates third party margins and therefore maximises income	Med	Hi		CBC have agreed that JWC will takeover marketing of materials from October 2015	Lo	Hi		Ensure that the best deals are made with processors and other opportunities to market materials are taken in due course	Lo	Hi	
O2		Innovation and integration	Authorities have the opportunity to look for novel service delivery models which offer greater efficiencies	Hi	Hi		Under guidance form the JWC, wWork with Contractors / Ubico Board to deliver service changes and associated savings, consider developments to existing service models.	Hi	Hi		Seek economies of scale through service alignment and optimisation as far as possible on a countywide basis	Hi	Hi	
R5	Political	DCLG contunue to press for weekly refuse collections post May 2015	Addional cost to Councty as whole likely to exceed £3-4m pa and recyling rate will drop.	v.Hi	Med		Continue to base policy on evidence of performance and popularity	HI	Med		Keep members informed especially following changes to administration or portfolio holders.	HI	Med	
R6		Political priorities can and will change over time.	Waste becomes an issue which members feel has been dealt with and so the focus is on other priorities.	Med	Med		Ensure members are aware of the nature of the services and how they impact on all taxpayers. Keep up to date with the latest thinking to ensure opportunities to innovate are not missed.	Med	Med		Keep members informed especially following changes to administration or portfolio holders.	Med	Med	
R7	Organisational	Part time Head of Service	Part time Head of Service is not ideal especially as the partnership is still growing and there are major strategic issues to work through	Med	Med		Ensure workload is planned to deliver the highest priorities and staff are empowered to work effectively and efficiently.	Med	Med		Structure Review will consider various options including there is an opportunity to employ a full time Head of Service and other mitigating options.	Med	Med	
R8		Balance of resources between partners	Partners expect the JWT to deliver everything they want without committing the resources required for delivery.	Hi	Hi		Use the business planing process to understand and resolve how the JWT resources are to be utilised across partners. Some members may need to commit more resources.	Med	Hi		SMG and partner authorities commit to resolve resource disparity, JWT will seek ways to allow this without adding overall cost	Med	Hi	
R9	Operational	Ability of contractors to deliver	Service delivery is the key to providing good customer services. As pressure is placed on contractors to deliver more with less service delivery may suffer.	Med	Hi		Ensure that the JWT carries out sufficient monitoring to keep the contractor focused on meeting contractual standards.	Med	Med		Regular meetings with contractors to keep service levels under review.	Med	Med	
R10		IT systems – obsolescence and compatibility	Inefficiencies due to incompatible or obsolete IT systems	Lo	Med		work with ICT units to improve compatibility and functionality	Lo	Med		Keep systems and replacments under review and flag budgetary implications.	Lo	Med	
R11		Driver shortages	Impact on service delivery if not all rounds can be deployed, particularly if over a sustained period. Wage pressure may also become a factor	Hi	Med		Work with contractors to ensure they have policies in place for driver training and retention and drivers have met CTC requirements	Hi	Med		Consider opportunities to make working conditions attractive to aid retention and loss to other HGV operators	Hi	Med	

Appendix 'D'

R12		Weather related	Service disruption caused by weather.	Med	Med		Follow procedures to esnure least disruption to servcies.	Med	Med		Review and update procedures in light of experience.	Med	Med	
R13	Commercial	Capacity of contractors to develop / improve services / make new proposals	As service providers take on more work, resources can be stretched; performance & commitment to service development can suffer.	Med	Med		Work with service suppliers to ensure changes are managed with appropriate resources and services are delivered to the expected level.	Med	Lo		Ensure that expectations are made clear and embedded in all future commissioning / procurement processes	Med	Lo	


Probability
V.Hi
Hi
Med
Lo
V.Lo
V.Lo
Lo
Med
Hi
V.Hi
V.Hi
Hi
Med
Lo
V.Lo
Negative Impact
(Threats)
Positive Impact
(Opportunities)
Acceptable risk level
Mitigation desirable
Mitigation essential
Limited Opportunity
Some scope for benefit
Significant opportunity