

ID	Risk Title	Risk Causes	Risk Consequences	Likelihood	Impact	Risk Score	Risk Owner	Mitigation	Further Actions	Target Date	Residual Likelihood	Residual Impact	Residual Risk Score
1a	Financial exposure - changes to household collection services	Mandatory requirements such as a new food recycling service and an increased range of dry recycling to be collected will increase overall collection costs for implementation and ongoing.	Increased costs are likely to be significant.	Highly Likely	Major	High	Strategic Lead	New Burdens funding from government for capital and revenue costs is expected.	The new waste strategy will consider environmental benefits, outcome from the consultation, modelling and the financial impacts to ensure the most cost effective solution is achieved	Mar-24	Unlikely	Moderate	Medium
1b	Financial exposure - Inter-Authority Agreement	Draft Inter-Authority Agreement is proposing changes to the existing payment mechanism between HCC and WCC. Due to changes announced by Govt. this agreement is now on hold and will be subject to amendment.	Increased costs and loss of income from recycling. Details are still unknown.	Highly Likely	Major	High	Strategic Lead	External funding from EPA is expected to reduce costs	To work with Hampshire County Council to achieve a mutually affordable and sustainable solution.	Apr-24	Likely	Moderate	Medium
1c	Financial exposure - delay in funding	Delayed external funding will create uncertainties around progressing the new waste strategy	Unknowns around funding will create significant budget pressures or delays in progressing the new strategy	Highly Likely	Major	High	Strategic Lead	Officers are in discussions with HCC to develop a most cost effective solution for the new payment and assessing the timeline to ensure it is still practicable to progress with financial unknowns	Develop a detailed programme and associated timeline to monitor timing and delivery deadlines.	Jan-24	Likely	Moderate	Medium
1e	Financial exposure - cost of using Hydrotreated Vegetable Oil as a fuel	HVO costs more than diesel	Increased annual revenue costs	Likely	Moderate	Medium	Project Manager for HVO	Just as the contractor currently hedges diesel costs it is intended to negotiate hedged costs for HVO on an annual basis. Procure HVO on an annual basis and agree costs annually. Account for additional costs as part of budget setting and agree an upper limit.	Explore external funding options that support climate emergency initiatives. Retain the right to revert to diesel if HVO cost becomes prohibitive.	Feb-24	Highly Unlikely	Moderate	Low
2a	Legal challenge	Challenge to the process	Could result in delays or potential non delivery	Likely	Major	High	Project Lead	Good project governance in place. External legal advice has been commissioned to help steer the process and ensure it is robust.	Engage with residents through a residents survey at an early stage and continue to consult as the strategy is developed and agreed in order to understand residents needs and issues.	ongoing	Unlikely	Major	Medium
3a	Innovation	Hydrotreated Vegetable Oil is a newer alternative greener fuel to diesel	Practicalities of using HVO will be new to WCC and whilst risks to operations is considered low it is still an untested fuel in WCC	Highly Unlikely	Moderate	Low	Strategic Lead	Biffa has used this fuel on other contracts with local authorities and deems operational risk to be low.	Waste and recycling vehicles have extended warranty which covers conversion to HVO	Mar-25	Highly Unlikely	Moderate	Low
4a	Reputation	Changes to Waste and Recycling collections affects all residents. There is an opportunity for positive changes such as increased recycling rates, lowered carbon emissions and better opportunities for residents to recycle more. Conversely, if the changes are not rolled out effectively, there is a risk of causing disruption to services and damaging reputation.	Impact on WCC reputation	Unlikely	Moderate	Medium	Communication Lead	Early consultation and engagement is essential to feed into the process. Improving carbon and recycling performance will be assessed as part of development work. Improving carbon and recycling performance would have a positive impact on reputation. Good engagement will ensure that opportunities as well as issues are identified. This can involve communication with residents to provide better information about what can be recycled now and under the new system once introduced.	Commissioning external consultants will provide expertise to ensure the most is achieved through the consultation process.	Oct-24	Unlikely	Moderate	Medium
5a	Lack of depot space	Insufficient space to store additional infrastructure to support roll out of mandatory changes	A new food service will require additional vehicles. The current depot space has insufficient room.	Highly Likely	Major	High	Strategic Lead	WCC has assets in the vicinity of the existing depot that could be deployed to support the additional depot space required for food vehicles	Alternative options will be considered	Apr-24	Highly Unlikely	Major	Medium
6a	Waste Disposal system uncertain	The waste disposal system being developed by Hampshire County Council is a key factor in the design of the collection service. HCC have not confirmed the system they will implement.	Lack of certainty around this and any delay in decision making by HCC could result in project delay and potential increased costs.	Unlikely	Moderate	Medium	Strategic Lead	All Waste Collection Authorities to provide HCC with a preferred solution in line with 'Simpler Recycling' by 01 March 24. Once all options have been received, HCC will select the waste disposal it will build. The council is working with other WCA's to determine the consensus for a preferred option. The council will have plans ready to action as soon as the decision is announced.		Apr-24	Highly Unlikely	Moderate	Low
7a	Delay in the MRF being ready	MRF not ready on schedule and delayed	Delay in roll out of new materials to be collected as part of the co-mingled strategy. Potential to miss the government deadline for delivery of the new service.	Likely	Low	Medium	Strategic Lead	Officers are in regular engagement with Hampshire County Council regarding the new Material Recovery Facility. Any delay will be highlighted early, and a contingency agreed. Food waste will remain unaffected and current collections of recycling could continue until the MRF is ready. Additional communications with residents will be required.	Good communications to residents will be required if any contingency means changing the way recycling is collected.	Oct-25	Likely	Low	Medium
8a	Food waste vehicles	Long vehicle lead in times for specialist food waste vehicles (18-24 months). Changes will be England wide therefore limited external resources available to support implementation.	Implementing a future waste and recycling strategy could be dependent on securing new food vehicles which could mean non compliance with gov. and regional requirements if the vehicles are not in place by the deadline.	Unlikely	Major	Medium	Strategic Lead	Implement timely ordering of vehicles, containment and any other infrastructure required once external funding is known	Develop a detailed programme and associated timeline to monitor timing and delivery deadlines.	ongoing	Unlikely	Major	Medium
9a	Timely information from Govt.	Insufficient and timely guidance from Govt.	Lack of timely information to help shape the required changes due to delayed consultation responses and Statutory guidance.	Likely	Moderate	Medium	Strategic Lead	Attendance to Defra workshops to access most up to date information.	Timeline will be monitored and adjusted according to when information is known.	ongoing	Unlikely	Moderate	Medium
10a	Temporary bin storage area	The current depot is not big enough to store bins, caddies, liners etc that will be needed for the required changes. Large area needed with large lorry access.	Lack of accommodation to store food caddies, bins and any other temporary infrastructure required would impact on timely rollout of any service change.	Likely	Moderate	Medium	Strategic Lead	Work is being undertaken to explore opportunities around extending the depot space. The Council has assets in the vicinity that could be deployed to support this additional space requirement.	Exploring alternative options	Ongoing	Unlikely	Moderate	Medium
11a	Changes to flats	Govt. requires changes at all households including flats	Flats are difficult to make successful service changes at around recycling. Poorly planned rollout could result in poor usage of recycling facilities	Highly Likely	Moderate	Medium	Project Manager	Consultation must be undertaken to understand the impacts of changes to flatted and communal accommodation. Solutions should be discussed and trialled with residents. Plan rollout to flats over a suitable period to ensure each estate is fully engaged and any amendments can be made.	Explore funding requirements in the temporary and long term to support recycling at flats	Oct-24	Likely	Moderate	Medium
12a	Disposal outlet for food waste	No outlet to send food waste due to limited capacity	Unsuccessful procurement, contract and / or agreement with HCC for a disposal location for food waste. Delay to implementing new food waste service.	Unlikely	Moderate	Medium	Strategic Lead	Early planning for possible outlets is underway. Firm up potential options as early in the process as possible and monitor.	Build in procurement route into timeline. Explore alternative disposal routes.	ongoing	Highly Unlikely	Moderate	Low
13a	Poor stakeholder engagement	Communicate sufficiently to all residents about the changes	Changes not effectively communicated	Unlikely	Moderate	Medium	Communication Lead	Develop a comprehensive communication campaign	Use internal and external expertise	Mar-25	Highly Unlikely	Moderate	Low
14a	Limited or no link with other corporate projects	Major corporate project clashes or non alignment	Non or poor delivery e.g. clash with major ICT changes or other major consultations or other communication campaigns	Unlikely	Moderate	Medium	Project Lead	Forward planning by project team with close co-operation with other significant projects and overview of major consultations by comms team.	Regular standing items on project team agenda.	Ongoing	Highly Unlikely	Moderate	Low

15a	Non development of a waste and recycling strategy	Not developing a strategy for the future of waste and recycling that has fully considered: Government requirements, improving environmental performance, the financial impact and the needs of our residents.	Non development of a future strategy would mean non compliance with Govt requirements and not conforming with regional requirements.	Highly Unlikely	Major	Medium	Project Sponsor	The council has a statutory duty to deliver a new waste management service and has committed resources to do so. This project will develop and deploy a collection system that considers environmental benefits, affordability, customer needs, and statutory requirements. With the opportunity of external funding, it allows an opportunity to review current collection arrangements with the intent to improve the service and most importantly recycling rates.	Regular consideration and review is given to the gov. position on its requirements and once gov. has provided its response to the consistency consultation ensure these are considered as part of the overall project. Work in partnership with the County to understand its requirements as the waste disposal authority.	Ongoing	Highly Unlikely	Major	Medium
17a	Lack of resource to support the project	Insufficient resource to support the project	Could result in delays, potential non delivery or poor delivery of key work streams such as financial modelling, development and implementation of any consultation and project management of the overall project.	Likely	Moderate	Medium	Project Manager	A project team is being established to ensure that the required resources are available. Additional internal resource will be required to support project leads on specialist work areas along with external specialist resource to support delivery. Support from Biffa (collections operator) to support with the development of the work streams has been put in place.	Initial external legal support has been secured. Further external support has been considered and the existing project budget is likely to cover any initial support required.	ongoing	Highly Unlikely	Moderate	Low