

				Risk rating		Residual Risk								
Risk #	Work Group	Date added	Risk Description	Likelih	impact	Over	Risk Owner	Mitigations	likelihood	impact	Overall	review date	Risk/Issue	Status
7	Infrastructure		Ringwood - long term availability of site and Associated area - lease agreement and landlord consent not yet signed/agreed	3	3	9	Chris N	3/06/25 - contact from HCC - lease received detail to be provided to update HCC when detailed plans for the new cabins available. 22/05/25 - Cb CN has escalated NFDC desire to progress the lease agreement with HCC. Awaiting update. 07/05/25 - CB - Awaiting response from HCC on lease and consent for new porta cabins. 03/04/25 - CB - Cb meeting Phil M on the 9th April to check latest status. 12/03/25 - CB Lease discussions with legal teams. Soon to be signed - no known blockers 28/01/25 - CB - LGR and devolution proposals mean longer-term this site will likely be owned by new unitary authority. reducing risk of availability 20/01/25 - CB - Lease discussions progressing well HCC, awaiting confirmation of lease agreement. various details being worked through with HCC - HCC now more positive over lease renewal - close when lease agreed	2	2	4		Risk	open
10	Infrastructure		Lack of long term depot capacity - Ringwood/Marsh Lane	2	3	6	Chris N	12/08/25 Draft report received and officer comments returned to Arcadis - revised draft awaited. 07/05/25 - CB - Arcadis appointed to look at MLD - work in progress - completion expected end of summer 2025 12/03/25 - CB - tenders received from consultants. Work to start within next month - complete by end of summer 2025 Managed via Infrastructure group - consultants being engaged for MLD review. Outcome expected in 2025	2	2	4		Risk	open
11	Infrastructure	20/11/2024	Ringwood and Marsh lane: insufficient budget for replacement portacabin at Ringwood, supervisor office and other welfare improvements at Marsh Lane Depot	4	3	12	Chris N	10/03/25 - CB - approval given to proceed with improvement works. Meetings setup to progress and agree way forward. 28/01/25 - CB Chris N has presented costs to James C for review - awaiting feedback Additional funding Required to meet minimum welfare requirements CB: 20/11/24 - Chris N noted that the £70k was available in addition to the remaining £183k remaining from Ringwood improvements	2	2	4		Risk	Open
16	Infrastructure	20/11/2024	Financial/Service Risk in 3- 5 years: Change in government policy - prioritising separate fibre and card Risk around increased costs for NFDC - vehicles and containers for future service arrangements - Linked with Gov policy and HCCs decision to provide a twin stream MRF.	3	3	9	Chris N	24/07/25 - HCC decision to move to twin stream poses significant risk to NFDCs waste collection budgets and will require significant officer time to input into the route map for compliance and JMWS revision 17/06/25 KP - Project Integra officer meeting on 10 June - NFDC will provide resource for JMWS update 02/06/25 - Additional NFDC resource required to input into JMWS update and defra SR route map 07/05/25 - CB - HCC has agreed to fund a MRF that will separate Fibre and Card - due to be operational end of 2027. Costs to be assessed/discussion ongoing. 03/04/25 - CB - project integra strategic board to meet 16th April. Awaiting fuller update from HCC. 24/03/25 - Meeting between NFDC and HCC took place 05/03/25. 19/02/25 - CB - NFDC have been invited to HCC meeting regarding cost sharing. 28/01/25 - CB - NFDC to better understand future costs involved and direct negotiation with HCC on cost sharing 09/12/24 - Member support required for interim approach - considering future direction of travel.	3	3	9		Risk	open

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17	Infrastructure	20/11/2024	Bin distribution to residents - Jett Track record and risk of non-delivery to households	3	4	12	Peter C	12/08/25 KP - contract meeting agreed revised arrangements for data provided to Jett and on site contract management by Jett for phase 2 distribution 22/07/25 SM - Jett have ceased mop up deliveries and this has been taken back in house. Waste team are working closely with Jett to ensure the data provided for Phase 2 is useable and trackable. 17/06/25 KP - container distribution for Phase 1 not complete - Jett has increased resource supplemented by 2 streetscene crews but numbers missed remain high 22/05/25 - CB Jett's performance has been escalated to CEO. Jett are behind schedule: risk to NFDc as legal action might need to be taken. operational contingency plan in place. 07/05/25 - CB regular contract meetings are taking place to monitor deliveries 22/04/25 - CB - Some reporting data issues ongoing from Jett - NFDC are working through issues with Jett - Successful meeting took place (23/04/25) now alignment/spec is clear going forward. 12/03/25 - CB - regular engagement sessions being setup between NFDC and Jett to ensure alignment and regular communication. 20/01/25 - CB - Change in ops manager. Dave WO is managing relationship and keeping a close eye. DWO to has scheduled check in meetings with Jett ahead of engagement. CB 20/11/24 - Manage contract closely, with regular check ins with ahead of delivery dates 9/12/24 - waste Ops Manager replacement to manage relationship as a high priority	2	3	6		Risk	open
19	Operations and Fleet	20/11/2024	Vehicle production/build lead times - for all phases and any changes to phase 1 arrangements and open forest collections, including bring site implications.	4	4	16	Simon C	12/08/25 SM - SC confirmed currently waiting on 2 side lift vehicles which should be delivered end of this month or early next month. 2 caged vehicles are just awaiting their tracking to be fitted and will then be delivered. 04/07/25 Dennis Eagle advised delivery times, from order, is 52 weeks for RCV’s	4	3	12		Risk	Open
21	Operations and Fleet	20/11/2024	Linked with above: availability of hire vehicles:	2	3	6	Simon C	12/08/25 - SC to confirm current availability of hire vehicles including cost and how quickly they can be made available to us. 22/07/25 - SM - we still have a number of hire vehicles supporting the phase one roll out. 22/05/25 - CB - seek update from Simon on availability of hire vehicles. Ensure hire companies are aware of plans/situation around any delays in new fleet vehicles. Expensive mitigation. SC having vehicles without bin lifts will mean there are vehicles that are on the O licence that can't be used. Any further hired vehicles would mean additional HGV parked overnight. This could mean a limited number of hired RCV's can be on site (Added SC 17/12/2024). There has been a supply issue with Electric bin lift. We are currently awaiting a schedule of retrofitting the lifts (Added SC 24/03/2025)	1	3	3		Risk	Open
23	Strategy	20/11/2024	Working practice change - risk to service delivery through levels of sickness absence and poor take up of overtime	3	4	12	Karyn P	12/08/25 Increased levels of sickness have been seen in recent week impacting service delivery 03/04/25 - Cb existing and new staff have all signed contact variations and will move to new contracts from 1st of June. Low risk Some possible staff disgruntlement at a range of significant changes to routes, vehicles and working practices. 24/03/25 - KP - some possible operational impact due to changes taking place directly before phase 1. Some possible staff disgruntlement at a range of significant changes to routes, vehicles and working practices. 26/02/25 - CB - 9 staff have not signed the amended contracts, plus an additional 14 pending returns. (23 in total) 80 staff have signed and returned. operational impact reducing but will be assessed once final numbers are received. 19/02/25 - CB - a number of signed contract variation letters received - positive direction of travel KP 21/01/25 Changes agreed by EMT carefully managed communications - staff will be issued variation letters on 11/02/25 via depot briefings	3	3	9		Risk	Open
27	Strategy	26/11/2024	Levels of resources across the Programme: Is it adequality resourced to deliver changes requested by members and partners	4	4	16	Karyn P	12/08/25 Outcome of EGM and Lessons Learnt will determine extent of any changed budget requirement	2	2	4		Risk	Open

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29	Strategy	26/11/2024	Risk that insufficient budget is allocated to the programme over the full lifecycle, including changing operational need.	3	3	9	Karyn P	12/08/25 - increased resource requirements and business case for operational changes - current impact unknown. Budget re-assessed with new rounds/staffing assumptions to feed into Jan Board and Feb Cabinet 2025	3	3	9		Risk	Open
31	Fleet and Operations	26/11/2024	Risk that IPL do not deliver Containers as per agreed timelines and quality (Phase 2)	2	4	8	Peter C	12/08/25 KP - Phase 2 deliveries progressing well 22/04/25 - CB - Some issues with quality/branding of food waste caddies (currently 700). Concerns have been escalated by waste team and team is in contact with IPL to rectify the situation. Impact is that NFDc will use time and resource to rectify issues. Distribution teams are actively checking for incorrect containers. 03/04/25 - IPL have delivered 180L and 240L containers for storage at Queensway and Claymeadow. - Risk around food Caddies arriving late from Friday 11th April. 05/03/25 - Phase 1 deliveries on track. Close risk for phase 1 when deliveries are complete. 26/02/25 - CB - IPL delivering containers from 26/02/25 - schedule in hand with NFDC teams. 19/02/25 - CB - CB has chased IPL a number of times. Expecting reply asap. Meeting to be setup if required. Manage relationship closely with IPL, via regular check ins etc	1	2	2		Risk	Open
33	Infrastructure	26/11/2024	Budgetary Risk: Risk around food waste disposal: Not able to use Marsh lane (Veolia site). There will be additional costs of transporting food waste to Marchwood and Hurn	3	3	9	Chris N	12/08/25 - no further update, CN to chase. 24/07 no further update , however there is a clear operational impact of distance to tipping point for food waste for P1 area 18/06/2025 - this has not yet been discussed with HCC, CN will raise with them before end June. 03/04/25 - KP sent food waste tipping calcs to team for comment. Recommendation that £124k of additional tipping costs be sought from HCC 10/03/25 - KP - Cost modelling working was reviewed to understand financial implications. Further work being undertaken. 5/03/25 - CB Nicola R has planned in to model routes to calculate/estimate cost/time differences to inform budget planning and any additional next steps	3	3	9		Risk	open
35	Strategy	18/12/2024	Risk that Councillors are not up to date with the key messages of the waste programme when responding to residents.	4	4	16	Karyn P	12/08/25 Councillor and town and parish engagement Sessions for Phase 2 set up in September 2025 03/04/25 - CB - Further engagement sessions arranged and online resources in place. monitoring until P1 roll out 24/03/25 - CB - Officers are receiving some queries from councillors which highlights further messaging required. 12/03/25 - CB - Comms to Cllrs has been increasing, with face to face, teams and emails being setup/sent. Increase Cllr engagement - Increase messaging to Cllrs and ensure message is understood, not just received. Briefings held Dec 24/Jan 25 with further face to face briefings to be arranged	2	2	4		Risk	Open
51	Infrastructure	12/03/2025	Bins storage issues across Queensway and claymeadow - lack of space and knock on effect on budget and staff resource	4	4	16	Liz M	22/07/25 - SM - bin delivery for Phase 2 has started into Claymeadow depot. Insufficient available space at Queensway due to later completion date of remedial works and nesting gulls – Alternative sites may be required plus additional costs 22/05/25 - CB - Site will not be vacated until september due to nesting birds- other sites will need to be considered for future phases. Both resource and budget will be impacted. 07/05/25 - Insufficient available space at Queensway due to late completion date of remedial woks – Alternative sites may be required. Options to be investigated. 22/04/25 - CB - Storage issues should be minimised once delivery rate from Jett is known. (Jett deliver roughly 900 containers a day). Team are managing stock control carefully. Monitoring situation. Phase 1 storage issues, caused by contractors remaining on site, are being managed by operational teams by maximising the use of Claymeadow Phase 2 will be more easily managed due to space constraints removed. Phase 3 to be planned.	3	4	12		Risk	open

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52	Infrastructure	24/03/2025	Efficient Bin distribution to households could be affected by bin storage location/arrangements	3	3	9	Liz M	17/06/25 KP - the limited storage capacity and need to move containers around has affected the efficiency of bin distribution Phase 1 22/05/25 - CB - now an issue. Impact across service as staff and budget being used to mange as best as possible. 24/03/25 - CB - Containers are being moved between claymeadow and Queensway by operational staff to enable efficient distribution by Jett.	3	2	6		Issue	open
54	Operations and Fleet	02/06/2025	Recruitment of loaders and drivers, and turn over of staff. Potential impact of Chargehands and Supervisors driving routes and not overseeing roll out managment and issues.	4	4	16	Peter C	12/08/25 - 7 applicants received for Ringwood driver position and 7 recieved for Hardley position. Currently shortlisting for interview. 24/07 Driver recruitment currently no applicants, ongoing work with HR to look at the situation, pay, market supplements, addtional adverts etc 22/07/25 - SM - no outstanding positions for phase one but due to additional resource required with mop up crews supervisors and chargehands are regularly driving. 17/06/25 - Phase 1 recuitment complete but bedding in rounds has meant chargehands and supervisors are driving and resources are stretched. 04/06 DWO reported that they had 2 further applications for driver post, leaving just 1 remaining vacancy HGV list has been established from NFDC staff, a continued effort on recruitment and training on new loaders to be drivers.	2	4	8		Risk	open
55	Resources	24/07/2025	Impact of the implementation of the Customer First programme, to include a new CRM and telephony	4	4	16	Ryan S	24/7/25 - Recruitment of additional staff, discussions with ICT around implementation plan and timelines, Customer First Project Board involved, aware and will make informed decisions on roll-out, pre-implementation work underway.	3	3	9	Ongoing	Risk	Open
60	Strategy	30/07/2025	Reputational damage due to media coverage of animals accessing waste containers on the open forest	4	3	12	James C	Meeting taking place with key partners, set clear actions that can be shared in comms messaging to show the Council commiment to service improvement.	3	3	9		Risk	open
61	Strategy	12/08/2025	Risk that Key partners are not up to date with key messages	4	4	16	Karyn P	12/08/25 - recent meetings with key partners have clarified collections policy and actions have been agreed.	3	2	6		Risk	Open