

Waste and Transport

Risks

Date of last update: 6th Oct 25

Service Manager: Liz Mockeridge

Service Risks - Amendments in red

Num.	Risk Area	Prob	Impact	Rating	Mitigation Actions	Prob	Impact	Rating
1	Staff recruitment and retention - unable to attract staff as lowest pay bands and need for specialist skills	3	3	9	Training and upskilling, working with HR colleagues on new/effective recruitment methods, use of agency staff where needed. 06/10/25 - Market supplement introduced for HGV drivers.	2	3	6
2	Business Continuity - e.g. resulting from weather, IT outage of corporate systems, loss of depot, strike action etc - affecting frontline services	2	3	6	Effective and up to date business continuity plans with mitigations and priorities detailed within	2	3	6
3	Changes in government policy and direction - clarification missing on service design requirements ahead of deadlines, funding dependent on compliance	2	3	6	Engagement with DEFRA and industry bodies, best practice at service design considered	2	3	6
4	Specialist vehicles reducing recruitment opportunities	3	2	6	Change to vehicle design at next opportunity (eg 10T delivery vehicle to Luton that can be driven on a normal B category licence)	2	2	4
5	Bin lift retrofitting (no lift for sack collections, lift required for bins). Vehicles need retrofit ahead of service change but if changed early require change in working procedures which is a significantly slower operation - crews unhappy and working to rule	3	3	9	Delay to retrofitting of lifts until nearer service change but some already changed. 29/04/25 - shortage of bin lifts after market growth in France. Not yet committed to retrofit programme to supply sufficient lifts post Phase 1 06/10/25 - Programme agreed to recommence Dec for phase 3	3	3	9
6	Ageing workforce - risk from reduced retention, grandfather rights licence holders for specialist vehicles (see risk 4)	2	3	6	Case by case management of staff where required. Forward fleet planning to ensure reduction in specialist vehicles	1	3	3
7	Waste supervisor stress - supervisors critical to both normal operations and service change	4	4	16	Funding identified from cost savings for early staff supervisor but high staff numbers remain and will grow. HR support increased to support with staff management 06/10/25 - Waste Board agreed further additional supervisor post	3	3	9
8	Working practice change - risk to service delivery through staff departure, stress, risk of strikes	3	4	12	Early consultation, corporate support, early union engagement, carefully managed communications 29/04/25 - Contracts signed. Risk remains from stress related to changes.	2	3	6
9	Transport capacity - risk of failure to support operational services (failure of services), risk of non-compliance with legislation, risk of service failure to partner services (eg taxi servicing)	3	3	9	Vacant post filled to return to normal capacity. Taxi capacity expanded. Small fleet service external servicing investigated. Expanded vehicle fleet expected still. 06/10/25 - Current vacancy recruited to, following resignation.	3	3	9
10	Hardley relocation delay - impact on bin storage capacity, potential financial penalties and disruption to bin deliveries	4	3	12	Alternative sites for container storage identified for a limited volume of containers, accommodating short term delays	3	3	9
11	Lack of clarity in customer and workflow management - lack of clarity on ownership and influence	2	3	6	Clarification being sought through mapping and agreement of processes	2	2	4
12	Operators licence - changes to operators licence to include Hardley. Objections risk not being able to use Hardley as a depot	2	4	8	Early application made for early result. Engagement with new neighbours. Tacho use adoption as part of working practices change 06/10/25 - Further extension to the O Licence requested to accommodate perambulation properties.	1	4	4
13	Staff incidents or accidents	4	2	8	Effective inductions, risk assessments, safe systems of work, training and use of Operations Safety Panel, vehicle CCTV	3	2	6
14	Supply chain issues - vehicles, equipment etc - which could affect service delivery	2	2	4	Effective contract management and engagement with suppliers 29/04/25 - Risk from international supply issues with lifts. Delay to vehicle deliveries.	3	3	9
15	Injury to public using our sites/facilities (eg bring sites)	2	3	6	Regular inspection regimes, via either operational staff on day-to-day basis, or more formally through asset inspections.	1	3	3
16	Income retention	2	3	6	Advertising of garden waste services, ready supply of containers for new signups, review of commercial waste service to ensure compliance and good business offer	1	3	3
17	Depot design unfit for purpose - impact on staff retention and safety (eg lack of welfare facilities, lorry parking spaces too short and blocking walkways)	2	3	6	Issues identified, concerns remain	2	3	6
18	ICT outage - incab systems	2	3	6	In cab system is remotely hosted, needing updates every 2 days though defaults to more often. Wi-Fi and mobile sim cards provide redundancy. Paper routes and relevant route risk assessments are held on file.	1	3	3
19	Bin lift incident - heavy items operated on machinery at height and lifting equipment operating immediately next to the crew offer opportunity for risk to life (from dropped bins, clothing caught on machinery, limbs caught in lifting equipment etc)	3	4	12	Safe Safety of Work (SSOW) require crews to only operate machinery while standing in safe areas. Lifting equipment and bins are compatibility checked. Crews must use service bins if sacks being collected. Supervisors make regular checks on crews adherence to SSOW	2	4	8
20	HCC waste disposal outlets do not comply with legislative requirements - implications include a lower recycling rate, higher rejection rate and failure to comply with 'efficient and effective' collections which reduces income received	4	2	8	Ongoing communications with HCC to work with Veolia to provide facilities complying with the legal minimum to ensure compliance and guarantee income.	4	2	8

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21	Operational impact from the late delivery of new waste collection fleet	4	4	16	Early engagement and clear communication on timelines with suppliers for the remaining 10 vehicles. Clear contract KPI's and close monitoring. <i>29 APR 25 - Vehicle deliveries running late, hire vehicles being planned for.</i>	4	4	16
22	Ringwood becomes unusable for new service waste operations (HCC have suggested that they will decline the lighting, meaning the expansion is unsafe for use).	3	4	12	Engagement with HCC	3	4	12
23	Unable to recruit sufficient staff members to deliver collections after service change	2	4	8	Partnership working with HR to deliver new ways of working, using new tools. Early recruitment to identify issues. <i>29 APR 25 - Partnership working with agencies adopted after initial failures.</i>	3	4	12
24	Crew welfare issues develop after a prolonged period of change and stress	2	3	6	Early stage training and supervisor change management training delivered. Welfare checks to be delivered with wider Leadership team support during periods of change. Additional HR support available through periods of intense change to support in dealing with impacts. <i>14/07/25 - Phase one implementation review completed and changed measures to be implemented in phase two</i>	2	3	6
25	Service change messaging to crews	2	3	6	Crew posters being produced, tool box talks delivered to raise profile of policy changes	1	3	3
26	Operators licence - service disruption demands the use of additional vehicles above the capacity of the O Licence.	4	4	16	Further application being made to the Transport Commissioner to achieve necessary licence <i>Second Transport Manager CPC holder recruited as Transport Technical Officer</i>	4	4	16
27	Incorrectly resourced and imbalanced rounds drawing demand on supervisors and chargehands for a prolonged period	3	4	12	Rounds stood down to create capacity. Additional agency drivers utilised wherever possible. Additional management support bought in from across Place Operations <i>06/10/25 - Early recruitment of phase 3 staff to provide additional capacity for support. Additional support authorised to accommodate changes in perambulation areas.</i>	3	4	12
28	Vehicle CCTV failed upgrade to comply with new software	4	2	8	ICT working with service to fix issues. Service working together to address sim card upgrade, this will then allow CCTV equipment to be upgraded and in turn resume access to CCTV footage	4	2	8