

## Waste Services Contract - Risks and mitigation measures

Introducing a new waste & recycling service on such a large scale represents a number of areas of risk, both in terms of its practical implementation and the Council's reputation.

Areas of potential risk and identified mitigation measures include:

<b>Risk</b>	<b>Mitigation</b>
Poor take-up of garden waste service.	Advanced marketing campaign including introductory offer & allowing plenty of time for sign up before service commences. Charge set below National and County average.
Discontent with introduction of chargeable garden waste collection.	Effective media briefings; clear messaging and marketing campaign. Setting of charge below National and County average and introductory incentive.
Not being able to keep up with demand on garden waste bin delivery requests. If we achieve (30% take up = 16,000 bins to deliver)	Phased approach being adopted to coincide with period of lower demand of garden waste. Measures in place by contractor to learn from previous experiences.
Residents adding garden waste to their residual waste.	Clear labelling of residual waste bin showing unacceptable materials including garden waste. Initial light touch educational approach with subsequent sanctions for repeat offenders.
Residents' frustration at being unable to easily contact sources of advice/help.	Briefing of Customer Services team. Engagement of additional temporary staff to deal with high volume of contacts. Development of comprehensive website information; clearly produced explanatory literature.
Failing to meet the national recycling target of 50% by 2020.	Ongoing educational & promotional activities to reinforce messages. Participation monitoring to measure success and target any poor performing areas. Ongoing communications with residents thanking them for using the new service – publicise increases in recycling rates.
Residents fail to sort recycle correctly and put the wrong waste in the wrong bins/boxes.	Development of a comprehensive, multi-channel and adequately resourced tactical marketing campaign with training of all collection staff in contamination procedures to prevent repeat incidents.

	Robust application of agreed policies & procedures.
Level of service in lead up to commencement of new contract.	Officers working closely with the existing contractor to deliver the standard of service expected and encourage the co-operation of existing contractor during the handover period. Additional temporary monitoring staff appointed.
Problems with IT systems	Bespoke website being developed linked to Council's main website. Separate working group involving Partnership authorities and Urbaser established to oversee IT.
Data issues.	Systems to be thoroughly tested and trialled. IT Services fully engaged in the mobilisation process to ensure systems in place for processing payments (all types) and data feed/compatibility to new contractor. Internal ICT Workstream established in addition to the project ICT Group.
Concern among contractor staff about their jobs.	New contractor 'open days' and 1 to 1 staff meetings already progressed. Urbaser to arrange sufficient agency staff and ensure fully trained.
Adverse media coverage.	Early briefing of the media on the new service. Proactive engagements through regular updates/releases.
Inconsistent messaging to the local media from TMBC, TWBC and the new contractor.	Common protocols developed between the three parties regarding content/issuing of press releases and other publicity material. Consistent approach to be managed through Communications Workstream.
Ineffective partnership working	Clear project management structure between authorities in place. Partnership Manager appointed and Project Team established with clear lines of communication & decision making.