

# OPERATIONAL RISK REGISTER

December 2016



## 1) Neighbourhood Delivery - David Austin

### ND\_F01 Variation in levels of income for recyclables due to changes in market conditions

<b>Category:</b> Financial	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
4 Very Likely	3 High	12 Red	3 Likely	2 Medium	6 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
<p>The comingled recyclables are delivered to a Material Recycling Facility where we receive a 'basket' price for the materials. This 'basket' price is based on market rates and the relative percentage presence of the different recyclables in the mix (e.g the % of say glass of the overall weight , a sampling regime is in place). If there is a fall in market rates or changes in the % mix away from the more valuable recyclables we would see a gate fee introduced and the opposite of this also applies (a rise in material values would see the Council receive an income per tonne of recyclable material. In addition the Council receives an incentive payment (called the Alternative Financial Model) from Hertfordshire County Council . This payment is based on reducing the amount of waste sent for disposal so again any changes in recycling performance will impact on this income stream.</p>		<ul style="list-style-type: none"> <li>- There are regular meetings with the Group Manager, Service Accountant and a representative from the end receiver to monitor any changes.</li> <li>- The market price for recyclable materials and potential forecasts in changes is monitored via trade publications and professional contacts such as the Chartered Institute of Waste Management and Lets Recycle Indices</li> </ul>		<p>The contract for the processing of recyclables is currently under review to ensure surety of costs moving forward.</p>	

**Sign Off and Comments**

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Sign Off Complete

The new contract has now been awarded to start later this year as part of a consortium with three neighbouring Authorities.

## ND\_F04 Operational Factors Affecting Service Delivery

<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers	<b>Risk Owner:</b>	<b>Portfolio Holder:</b> Janice Marshall	<b>Tolerance:</b> Treating	
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
3 Likely	3 High	9 Amber	2 Unlikely	2 Medium	4 Green
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
Risk – Operational Risks Industrial Action/Employee relations - The service employees are its greatest assets and it is important that they are kept fully informed of service developments and the reasons for them if unrest is to be avoided.		Current control - Regular monthly team briefs are held to advise of service developments - Annual two way appraisals are held to discuss performance and training requirements - A quarterly Cupid Green Round Up magazine is produced which includes "Compliments Corner highlighting service achievements - Bi-Monthly Health and Safety meetings are held – Attendees include Management, Supervisors and Union Representatives - The corporate staff survey will highlight areas of improvement.  - Every operator of heavy goods vehicles must convince the Traffic Commissioner of their good repute. Each		Assurances - Apart from a national pay dispute, Dacorum has not been threatened with Industrial Action for many years. With the current controls in place it is probably that this will continue.	

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<p>Revocation, suspension or curtailment of Operators licence</p>	<p>operator must have a qualified Certificate of Competence holder (CPC) to who is personally responsible for maintaining the fleet and driver records. If standards are found to be less than satisfactory the then VOSA could chose to revoke, curtail or suspend the licence.</p> <ul style="list-style-type: none"> <li>- Currently DBC have three CPC holders and a admin support on a fixed term. This is adequate until a review and restructure has taken place.</li> <li>- An independent audit of vehicles maintenance and records by the FTA has been organised for the next two years to ensure compliance</li> <li>- Interviews are being undertaken to employ a suitably qualified Transport Manager</li> <li>- Herts County Council have a statutory obligation to provide disposal outlets for Hertfordshires Waste Collection Authorities (WCA) so there are a number of alternative outlets available if required</li> <li>- Cupid Green has a licenced Waste Transfer Station with bulking facilities which can hold material if required until a suitable outlets is sourced.</li> </ul>	<ul style="list-style-type: none"> <li>- In the absence of a Transport Manager interim measures are in place in order to remain compliant and independent audit by the FTA will highlight any improvements that may be required</li> </ul>
<p>Closure/lack of access to disposal outlets</p>	<ul style="list-style-type: none"> <li>- Service disruption has been experienced on a number of occasions in the past and this has affected Waste Services more than CSG.</li> </ul>	<ul style="list-style-type: none"> <li>- Waste can be held for a number of days until suitable alternatives have been sourced</li> </ul>

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<p>Suspension of service due to inclement weather.</p>	<ul style="list-style-type: none"> <li>- Although the severity of the weather and its effect is difficult to plan for managers have adequate experience on which to make decisions on resumption of collections</li> <li>- Staff are engaged on salt/grit spreading and snow clearing duties if the service is suspended.</li> <li>- All staff are aware of priority areas for the above</li> <li>- Passenger carrying vehicles are available to transport staff to the most affected areas.</li> <li>- Free salt is sourced from HCC before the winter to ensure adequate stock levels.</li> <li>- As many refuse collection vehicles as possible are kept in undercover during freezing conditions to prevent freezing of ancillary equipment.</li> <li>- Over 4000 residents signed up to text alerts to advise of disruption and contingency plans</li> </ul>	<ul style="list-style-type: none"> <li>- Environmental Services are suitably prepared for inclement weather which will lessen the potential full impact on affect service delivery</li> <li>- Social media plays a significant role in keeping residents informed and this has been seen to be well used by residents. This, coupled with the text alerts, ensure that reside4nts can keep up to date with developments.</li> </ul>
<p>Fuel Shortage</p>	<ul style="list-style-type: none"> <li>- Fuel is now kept and drawn from a storage until at Cupid Green depot</li> <li>- A number of fuel cards to enable purchase from local petrol stations have been retained and can be used in an emergency.</li> </ul>	

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	<ul style="list-style-type: none"><li>- Refuse collection is classed as an emergency service and therefore priority will be given to emergency services and utility vehicles such as refuse collection vehicles before regular motorist</li><li>- All drivers are instructed to fill up with fuel at the end of each day. This will allow the next days collections to be unaffected whilst alternative fuel supplies are sourced.</li></ul>	<ul style="list-style-type: none"><li>- Environmental service is now fairly self-sufficient in terms of sourcing fuel and therefore any short term shortage should not impact on service delivery</li></ul>
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<b>Sign Off and Comments</b>					
Sign Off Complete					
No further comments at this stage and no serious issues with inclement weather affecting service delivery so far this winter.					

<b>ND_I03 Failure to manage sickness levels and staff retention</b>					
<b>Category:</b> Infrastructure	<b>Corporate Priority:</b> Dacorum Delivers		<b>Risk Owner:</b> David Austin	<b>Portfolio Holder:</b> Janice Marshall	<b>Tolerance:</b> Treating
<b>Inherent Probability</b>	<b>Inherent Impact</b>	<b>Inherent Risk Score</b>	<b>Residual Probability</b>	<b>Residual Impact</b>	<b>Residual Risk Score</b>
4 Very Likely	4 Severe	16 Red	2 Unlikely	4 Severe	8 Amber
<b>Consequences</b>		<b>Current Controls</b>		<b>Assurance</b>	
If there is an increase in sickness, there are a number of significant impacts on services. Agency staff usage increases which leads to higher revenue costs but also affects service quality. This can lead to further additional costs such as returning for missed bins, replacing lost and damaged bins as well as the resource required to deal with additional complaints.		There is a robust system to manage sickness and absence with dedicated Human Resource support based at Cupid Green Depot. A monthly update is circulated for management team including a case review of long term absences to ensure everything is being done to support the employee back into work. There is also a programme of inoculation against diseases to act as a preventative measure.		A stricter approach to sickness management coupled with a change to the Sickness Policy has reduced sickness and therefore the need for previous levels of agency cover.	
<b>Sign Off and Comments</b>					
Sign Off Complete					
There has been remarkable improvements in this area with the lowest levels ever recorded for Cupid Green. Officers will continue to work hard in this area.					