

ID	Description	Type (R,A,I, D)	Category (e.g. legal, finance)	Date Raised	Raised by	Date of last review	Date for next review	Owner	Likelihood 1 = Almost Impossible 2 = Very Low 3 = Low 4 = Significant 5 = High 6 = Very High	Impact 1 = Negligible 2 = Marginal 3 = Critical 4 = Catastrophic	RAG (automatic)	Proximity	Mitigation	Resource	Status	Date closed
1	Local authority company/ in house operation is not established in time to carry out service	R	LAC/In house	31/08/215	ET	24/11/15	14/12/15	LAC/In house	2	4	A	11 months	Mobilisation resource planning has been undertaken by ET and presented to AB and AR on 15/09. In house/LAC mobilisation tasks have been seperated from wider service change task and a separate projet plan developed.	TBC	Live	
2	Residents do not receive waste and recycling collections as service could not successfully transfer to LAC/in house - dependent on LAC/ in house	D	LAC/In house	31/08/15	ET	24/11/15	14/12/15	LAC/In house	2	4	A	11 months	As Risk 1 . HR resource has been identified as part of the mobilisation resource plan. This will be picked up with HR upon agreement of the resource plan.	TBC	Live	
3	LAC/in house do not have the appropriate polices and procedures in place to operate a safe operational service causing injury to staff or members of the public	R	LAC/In house	31/08/15	ET	24/11/15	14/12/15	LAC/In house	3	4	R	11 months	As Risk 1	TBC	Live	
4	LAC/in house does not have the appropriate business processes in place to ensure the effective delivery of the service causing a decrease in service standards and impacting on LBH reputation	R	LAC/In house	31/08/15	ET	24/11/15	14/12/15	LAC/In house	2	4	A	11 months	The developemnt of business processes will form part of the ICT service specification which will take place in Autumn 2015. These will be documented and passed to operational team.	ICT	Live	
5	Staff are not paid on first payroll and therefore service is not delivered	R	LAC/In house	31/08/15	ET	24/11/15	14/12/15	LAC/In house	2	4	A	11 months	Programme plan to develop business to take on waste collection services. This will include a process to collate staff information and run a dummy payroll. This is scheduled for Octoer 2016.	TBC	Live	
6	Key members of the SITA operational team did not TUPE transfer leaving a knowledge gap amongst staff	R	LAC/In house	31/08/15	ET	24/11/15	14/12/15	LAC/In house	3	3	A	11 months	Commissioning team and mobilisation team to discuss options with SITA managers maintain contact. Contingency plans are put in place through the use of the mobilisation team to bed in service.	TBC	Live	
7	Transferring staff have not received suitable induction and therefore cannot carry out the service	R	LAC/In house	31/08/15	ET	24/11/15	14/12/15	LAC/In house	2	4	A	11 months	A training and induction plan has been built into the programme plan to be delivered in September and October 2016 and will be developed by the mobilisation team.	TBC	Live	
8	Staff choose not to TUPE transfer and the service cannot operate fully on day one	R	LAC/In house	31/08/15	ET	24/11/15	14/12/15	LAC/In house	2	4	A	11 months	An agency contingency plan has been built into the programme plan and this will addressed by the mobilisation team.	TBC	Live	
9	Depots are not re-developed in time to operate the new service	R	Commissioning	31/08/15	ET	24/11/15	14/12/15	Commissioning	3	3	A	11 months	This is being addressed by AB, who is meeting BS at the end of w/c 14/09/ to dicuss options and timelines for ks sort and co-mingled options.	TBC	Live	
10	The new service routes are not developed in time increasing the likelihood of operational issues	R	Commissioning	31/08/15	ET	24/11/15	14/12/15	Commissioning	2	4	A	11 months	Data cleansing work is underway and LBh will be updating ther data in house	NT	Live	
11	New routes are not developed in enough time to allow for the communication of day changes to residents	R	Commissioning	31/08/15	ET	24/11/15	14/12/15	Commissioning	2	4	A	11 months	As Risk 9. Communications PM is intergated as part of programme baord and kept up to date regarding programem timelines.	NT	Live	
12	ICT systems are not developed in time for new service causing significant issues in dealing with customer requests	R	ICT	31/08/15	ET	24/11/15	14/12/15	ICT	3	3	A	9 months	ICT PID has been developed and ICT have appointe 4oc to develop the tender docs and also business requirements. PM elements of the work will be required to go to tender	TBC	Live	
13	ICT systems are not fully integrated at service change causing significant issues in dealing with customer requests	R	ICT	31/08/15	ET	24/11/15	14/12/15	ICT	2	3	G	13 months	ICT PID has been developed and ICT are ccurently in the process of appointing a PM. When the PM has been appointed and a detailed plan developed this will become amber.	TBC	Live	
14	SITA relationship breakdown making mobilisation problematic and incurring a significant contract variation cost to LBH	R	Commissioning	15/09/15	ET	24/11/15	14/12/15	Commissioning	3	3	A	3 months	Liaison meetings to continue at officer and director level and variation to be agreed as soon as possible.	TBC	Live	
15	There is not sufficent space within the current LBH depots to park alll ks sort vehicles and build a bulking facility	R	Procurement	15/09/15	ET	24/11/15	14/12/15	Commissioning	3	3	A	3 months	AB to carry on working with BS on options. Progress to be discussed at programme board on 28th September 2015.	TBC	Live	
16	Provision of sorting facility at WIM is not completed on time	R	Commissioning	28/09/15	AB	24/11/15	14/12/15	Commissioning	4	4	R	9 months	AECOM to be asked todevelop budget and programme by mid-November to feed into Cabinet decision in December			

RAID Log - Risks, Assumptions, Issues, Dependencies

ID	Description	Type (R,A,I, D)	Category (e.g. legal, finance)	Date Raised	Raised by	Date of last review	Date for next review	Owner	Likelihood 1 = Almost Impossible 2 = Very Low 3 = Low 4 = Significant 5 = High 6 = Very High	Impact 1 = Negligible 2 = Marginal 3 = Critical 4 = Catastrophic	RAG (automatic)	Proximity	Mitigation	Resource	Status	Date closed
17	Sorting and Baling equipment not delivered , installed and operational by end of October 2016	R	Commissioning	29/09/15	AB	24/11/15	14/12/15	Commissioning	4	3	R	9 months	Identify requirement and lead-in time. Consider using Nominated Supplier in conjunction with development of site.			
18	The number of vehicles required and ordered is not correct. Too few would mean that rounds could not be completed. Too many would mean unnecessary costs	R	Commissioning	29/09/15	AB	24/11/15	14/12/15	Commissioning	3	4	R	9 months	Identify contingency provision in mobilisation plan. Ensure vehicle contract allows for top up when final figures are decided.			
19	Productivity levels for crews are incorrect. Too high would mean that crews are unable to complete rounds - leading to additional costs going forward. Too low would mean unnecessary costs.	R	Commissioning	29/09/15	AB	24/11/15	14/12/15	Commissioning	3	3	A	9 months	Benchmark productivity levels. Use ICT/Route Optimisation to help design rounds. Consider moving some properties' day of collection to equalise work loads. Early discussions with Trade Unions			
20	The new operation will require a strong and experienced depot manager with experience of operating these services. The depot is a potential pinchpoint in effective operations	R	LAC/In house	14/10/15	ET	24/11/15	14/12/15	Commissioning	3	3	A	9 months	Build into the mobilisation plan and if possible recruit interim resource to cover.			