

Partnership- Risk and Benefit Assessment

A risk assessment has to be completed before the formation/ joining of a partnership. It is the responsibility of the Divisional Manager to ensure that a risk assessment is completed. It is recommended that the partnership risk assessments are reviewed on an annual basis as risks can change. Please send a completed copy of this form along with the Partnership registry form to the Corporate Policy unit.

Name of Partnership	West Sussex Waste Partnership
Completed by	Bob Riley

Risks	Significance ¹ (high/med/low)	Steps taken to reduce risk	Contingency Plans
Failure to secure Funding	Low	Partnership funding is based upon existing partner budgets and is not reliant on external funding sources. Some external funding may be sought for specific projects but these will only progress if funding is secured or allocated from existing budgets. Partnership has Memorandum of Understanding (MOU) setting out partner responsibilities, backed by a financial agreement between the LA's.	
Refusal of necessary permissions	Low	Infrastructure and site specific facility permissions have been secured. Partnership organisational structure has established lines of communication, delegation and authority, backed by individual authority decision making process.	
Failure to make the partnership sustainable	Low	Partnership is long established with each	

¹ Levels of Risk: **High**- Likely to cause significant disruption to schedule, cost and performance of partnership. Probability of occurrence is more than 50%

Medium – Has potential to cause some disruption, however potential problems may be overcome. Probability of occurrence is 20-50%

Low – has little potential to cause problems to partnership. Normal effort by the partnership will overcome the problem. Probability of occurrence less than 20%

		partner aware of need and interest in securing on-going successful operations and services. MOU in place and newly agreed financial agreement between LA's has equitable basis for payments and income share.	
Lack of partner interest	Low	Each partner has interest in maintaining successful services performance. It is possible that one or more LA's may shift priorities over time to other services.	
Conflicts of Interest	Low	Whilst each partner may have discrete focus and priorities all recognise the mutual benefits of successful partnership operations and services.	
Duplication of work	Low	The partnership has pooled and shared resources on a wide range of matters to achieve economies and consistency in approach. These have enabled CDC to reduce resources and avoid duplication.	
No exit strategy from the partnership	Low	The long term contracts that have been put in place together with the shared use of major operational facilities means that the partnership is likely to remain secure for the foreseeable future.	
Partial or full break-up of partnership	Low	The partnership is long established. Due to the contracts in place, the provision and use of vital operational facilities, and the financial agreement between the local authorities, a break-up of	

		the partnership is unlikely. Each district and borough requires the use of the recycling processing and waste handling and disposal facilities that have been provided through the partnership. Cost effective alternatives are unlikely to be available. In addition WSCC have legal powers to direct district and borough authorities to use specific sites that have been provided.	
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Risks	Significance (high/med/low)	Steps taken to reduce risk	Contingency Plans
Financial or operational failure of one or more of main contractors	Low	The two main contractors are very large national companies operating a high number of LA and other contracts, services, and infrastructure facilities across the country.	
Significant changes to legislative requirements	Low	The current services and operations carried out in the partnership are replicated by other councils across many parts of the country. Whilst legislative requirements are likely to change and become more stringent over time, a radical change disrupting current services and arrangements are unlikely.	
Recycled recovered material market price drop	Medium	The sale value of recovered materials is governed by global markets which can be subject to intermittent volatility. Over the years there have been periods of	

		depressed values but in the longer term sale values have increased. The responsibility for selling recovered materials rests with the contractor Viridor. Viridor has a significant presence in the market, and through the contract terms has a financial interest in obtaining the highest sale values.	
Change in partnership financial arrangements	Low	Whilst each partnership LA may face differing financial pressures and priorities the partnership as a whole has embedded commitments and responsibilities, backed by an MOU and a financial agreement.	
Sudden loss of vital facility e.g. due to fire or extreme weather	Low	There have been occasions in the past when facilities have been closed or unavailable. The responsibility for ensuring access to vital facilities rests with WSCC and their contractors.	Contingency plans in place. Alternative facilities can be made available in the county or elsewhere via the Contractor's other regional facilities.
Loss of key staff e.g. flu epidemic	Low	Whilst not experienced to date it is predicted that a flu epidemic is increasingly likely.	Partnership has an agreed contingency plan in place which can be implemented quickly. Key staff at CDC receive annual flu vaccinations.
Failure to meet legislative targets e.g. landfill allowance trading scheme	Low	The agreed partnership waste management strategy, which has resulted in the existing long term contracts, will provide for the necessary waste treatment and recycling facilities to meet legislative targets.	
Failure to meet public expectations regarding collection of recycled	Medium	The public perception by a significant proportion of the electorate is that more	

materials e.g. mixed plastics		materials should be collected for recycling, due to the range of materials that they purchase and dispose of, and the labelling of these products. Unfortunately viable markets do not exist for some common products in use. The partnership regularly reviews the range of materials collected and investigates with Viridor the potential for additional materials.	
Significant change in design/manufacture of packaging materials	Low	The packaging industry is under pressure to reduce the size and weight of packaging and therefore there is a risk that packaging may change in the future in terms of its suitability for recycling.	There is greater dialogue and joint working nationally and internationally between packaging manufacturers, retailers, government and the waste industry to ensure that recycling objectives are not significantly compromised.

What are the benefits of this partnership? (Tick as many as applicable)	▪ Secures additional resources for our organisation or project	Yes
	▪ Contributes significantly to the Sustainable Community Strategy	Yes
	▪ Develops our organisation's skills and capacity	<input type="checkbox"/>
	▪ Expands the scale of capacity to deliver a service	Yes
	▪ Improves the co-ordination, efficiency or quality of a service	Yes

	<ul style="list-style-type: none">▪ Makes strategies and services more responsive to the local community/ users.▪ Improves long term sustainability of services▪ Creates significant cost savings▪ Other: please describe:	<input type="checkbox"/> Yes Yes <input type="checkbox"/>
Date risk assessment completed:	September 2012	