

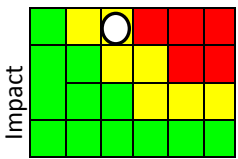
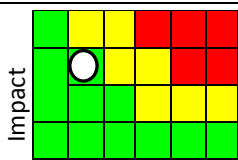
Aberdeen City Council

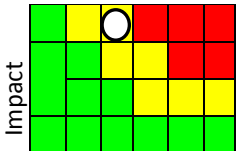
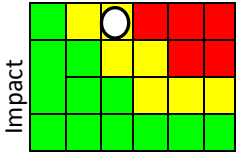
Operations and Protective Services

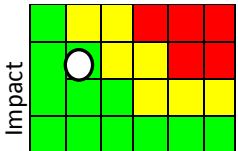
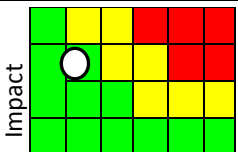
Cluster Risk Register

Risk Code	Risk Title	Page Nos	Specific Notes/Actions	Director/ Chief Officer	Risk Owner	Risk Manager
O&PS001	Commodities market fluctuations	3-4	Actions to be implemented	Rob Polkinghorne	Mark Reilly	Pam Walker
O&PS002	Brexit – Trans-frontier shipment of waste	5-6	Actions to be implemented	Rob Polkinghorne	Mark Reilly	Pam Walker
O&PS003	End of existing Suez Waste Management Contract	7-8	Actions to be implemented	Rob Polkinghorne	Mark Reilly	Pam Walker
O&PS004	Failure of sea defences	9-10	Suitable actions in place	Rob Polkinghorne	Mark Reilly	Doug Ritchie
O&PS005	SUDS Section 7	11-12	Suitable actions in place	Rob Polkinghorne	Mark Reilly	Doug Ritchie
O&PS006	Inability to respond to flooding and Winter incident	13-14	Suitable actions in place	Rob Polkinghorne	Mark Reilly	Doug Ritchie
O&PS007	Reduction in partnership/ collaboration working	15-16	Actions to be implemented	Rob Polkinghorne	Mark Reilly	Steven Shaw
O&PS008	Food Growing	17-18		Rob Polkinghorne	Mark Reilly	Steven Shaw
O&PS009	Loss of UKAS accreditation	19	Suitable actions in place	Rob Polkinghorne	Mark Reilly	Andrew Morrison
O&PS010	Loss of operator's licence	20	Suitable actions in place	Rob Polkinghorne	Mark Reilly	William Whyte
O&PS011	Fuel shortage	21	Suitable actions in place	Rob Polkinghorne	Mark Reilly	William Whyte

Code	O&PS001	Commodities market fluctuations for Recyclate and RDF and impact of Deposit Return Scheme (DRS)		
Definition	Fluctuation in commodities markets impacting on budgets			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Current market position not identified correctly and suitable arrangements not in place Reduced performance Inability to balance budgets Inability to maintain standards expected Reputational damage Reduction in materials collection (and hence income) due to implementation of DRS Inability to place materials on the market Reduction in recycling rate 	<ul style="list-style-type: none"> Fluctuation of supply and demand Brexit reducing outlets in EU Minimum price levels Seasonal demands Transportation costs Quality of material 	Ensure communication of financial implication for Council through budget development process each year. Regular monitoring of budget position throughout the year.	Partially Effective	<p>Impact</p> <p>Likelihood</p> <p>12</p> <p>Very Serious Low</p>
		Maintain good understanding of market impacts through best value/market testing activities through the Waste Management Services Contract	Partially Effective	
		Provide accurate monthly outturns to ensure corporate awareness of market fluctuations	Partially Effective	
		Produce high quality material that is more attractive to the market.	Partially effective	
		Modelling of potential impacts of Deposit Return Scheme (DRS) to ensure this is accounted for in outturns/budget. Maintain awareness of developments of DRS.		
Risk Owner	Mark Reilly	Risk Manager	Pam Walker	Residual Risk Assessment
Latest Note	Basket of goods reviewed on a very regular basis by Suez and their brokers, however state of market is generally a out of our or contractor's control and is subject to worldwide fluctuations in price and demand. MRF currently undergoing modifications which should increase quality of mixed paper stream.			<p>Impact</p> <p>Likelihood</p> <p>9</p> <p>Serious Low</p>

Code	O&PS002	Brexit – Trans-frontier shipment of waste		
Definition	End/delay of trans-frontier shipment of waste within EU			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Requirement to identify contingency option sourced performance Inability to handle current waste levels Inability to maintain standards expected Service Failure Reputational damage 	<ul style="list-style-type: none"> UK agreement on waste transfer within EU during transition period and beyond Landfill ban coming into effect 2025 Seasonal demands Current market outlets 	Monitor progress and, where able, influence policy development to reflect Aberdeen's needs	Partially Effective	 <p>Likelihood</p> <p>12</p> <p>Very serious Very Low</p>
		Ensure organisation is briefed on potential changes as they become apparent and mitigation plans developed accordingly	Partially Effective	
		Ensure contingency is in place in the event of any delay or other impact		
		Account for potential cost increases in budget process		
		Development of new EFW facility will come online in late 2021/early 2022 which will remove this risk.		
Risk Owner	Mark Reilly	Risk Manager	Pam Walker	Residual Risk Assessment
Latest Note	<p>Suez have a contractual requirement to dispose of waste and have a business plan to increase suitable outlets</p> <p>Suez have access to landfill as an alternative and last resort option.</p> <p>Landfill Ban now extended to 2025 which allows landfill to continue.</p> <p>Budget outturns have taken account of potential additional landfill in summer due to seasonal reduction in demand.</p> <p>Energy from Waste</p>			 <p>Likelihood</p> <p>6</p> <p>Medium Low</p>

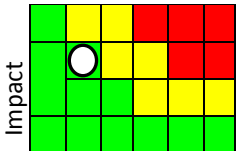
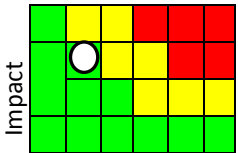
Code	O&PS003	End of existing Suez Waste Management Contract		
Definition	Impact of current contract coming to an end without a suitable replacement service in place			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Service failure resulting in inability to collect some wastes (recyclables and organics) Failure to carry out all of the Council's statutory duties as both Waste Collection and Disposal Authority Increase in cost if an emergency contractor has to be appointed Increase in cost if an unplanned and poorly negotiated extension has to be issued to the current contractor. Long term higher costs if insufficient resources are allocated to allow full review of current contract and full options appraisal of future options. Potential opportunities missed (e.g. joint working with other authorities) 	<ul style="list-style-type: none"> Lack of resource and expertise allocated to the review process. Indecision regarding future direction. Lack of foresight of impacts of national changes (DRS, EPR, etc) Insufficient time given to process. Procurement process delays 	Establish working group to carry out review and map out procurement timeline.	Fully Effective	 <p>Impact</p> <p>Likelihood</p> <p>12</p> <p>Very Serious Medium</p>
		Ensure budget is allocated to the review and procurement process.	Partially Effective	
		Restructure of current Waste & Recycling Team to create additional capacity to work on this project.	Partially Effective	
		Develop dedicated resource (contractor, temporary post, secondment) to manage the process.	Partially Effective	
Risk Owner	Mark Reilly	Risk Manager	Pam Walker	Residual Risk Assessment
Latest Note	<p>Team restructure currently at risk and under discussion with P&O. No budget confirmed for this. No resource allocated. Contract ends October 2025, draft outline timeline:</p> <p>Late 2019: Review of current plan/contract and options appraisal 2020: Approval of terms of reference Plan development – options development, cost and waste modelling 2021: Draft Waste Strategy including procurement option/plan 2022: Consultation 2022/3: Procurement/liaison with current provider 2023/4: Draft Final Plan/Waste Strategy 2024: Council Approval & Publication (1 council or more?) Implementation Plan & Timetable 2025: Implementation</p>			 <p>Impact</p> <p>Likelihood</p> <p>12</p> <p>Very serious Medium</p>

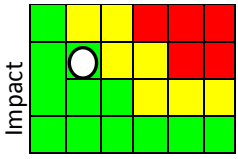
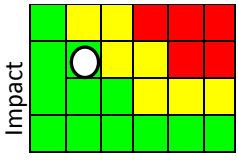
Code	O&PS004	Failure of sea defences and loss of infrastructure		
Definition	Failure of sea defences within ACC's remit			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> • Serious loss of life and property • Serious loss of infrastructure • Potential flooding • Reputational damage 	<ul style="list-style-type: none"> • Extreme weather • Poor coastal defence design/construction/age • Poor maintenance • Inadequate budget 	Monitoring coastal defences	Fully Effective	 <p>Likelihood</p> <p>6</p> <p>Medium Very Low</p>
		Maintenance to sea defence structures	Fully Effective	
		Emergency response to breach of sea wall	Effective	
		Budget review process	Effective	
Risk Owner	Mark Reilly	Risk Manager	Doug Ritchie	Residual Risk Assessment
Latest Note	<ul style="list-style-type: none"> • Continue to monitor and repair as budgets allow • Report to Committee for approval of long-term strategy • Ongoing work being carried out to the existing sea wall and revetment • Condition Survey commissioned • Emergency procedure for dealing with breach in sea wall 			 <p>Likelihood</p> <p>6</p> <p>Medium Very low</p>

Code	O&PS005	Sustainable Urban Drainage Systems (SUDS) Section 7		
Definition	Increased costs to ACC due to change in Policy by Scottish Water			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Additional Maintenance costs or Major costs to implement three pipe system Possible inclusion of Historical sites / Developments Increased Insurance claims Flooding to properties 	<ul style="list-style-type: none"> Change under SUDS procedure by Scottish Water Climate Change Increased Developments within the City. Current combined or two pipe system. 	Refuse to sign off section 7 document	Effective	<p>Likelihood</p>
		Challenge decision by SCOTS group	Effective	
		Retain under maintenance agreements	Effective	
				<p>20 Very serious High</p>
Mitigating Actions				Residual Risk Assessment
<ul style="list-style-type: none"> Continue discussions with Scottish Water Seek Legal advice Continue discussions with other LA's and SCOTS 				<p>Likelihood</p>
				<p>12 Very serious Medium</p>
Risk Owner	Alan Robertson	Risk Manager	Doug Ritchie	
Latest Note				25 September 2019

Code	O&PS006	Inability to respond to flooding and Winter incidents			
Definition	The Council must be aware and plan for and respond to Flooding instances across the City				
Potential Impact	Causes	Control Effectiveness			Current Risk Assessment
		Control	Control Assessment	Weight	
<ul style="list-style-type: none"> Public expectation is not met Additional costs involved in solving flooding issues LOIP Stretch Outcome 14.2 will not be met in particular at Deeside / Peterculter / Denmore and Bridge of Don. Also issues due to winter maintenance during severe weather incidents. LOIP Stretch Outcome 14.2 will not be met in relation to increase community participation 	<ul style="list-style-type: none"> Inadequate budget. Inability to recruit staff. Interpretation of legislation. Extent of LA responsibilities Lack of resilience within the council Climate change and severe winter incidents 	Training			 Likelihood
		Budget review process			
		Staff recruitment			
				<p style="text-align: center;">12</p> <p>Very serious Low</p>	
Mitigating Actions				Residual Risk Assessment	
<ul style="list-style-type: none"> Staff and budget allocations need to be reviewed at regular intervals. Flooding plans are already in place with respect to Deeside / Peterculter / Denmore and Bridge of Don. These will continue to be monitored and reviewed as required Winter maintenance plan is in place and will be reviewed annually with all partners Set up local resilience team. Work with Emergency Planning and the LRP Cross service exercise days 1 Ton Salt bag process already in place and continuing to grow year on year. Community salt bins are now located in 20 locations throughout the City 				 Likelihood	
				<p style="text-align: center;">8</p> <p>Very serious Very Low</p>	
Risk Owner	Doug Ritchie	Risk Manager	Mark Reilly		
Latest Note				29 September 2019	

Code	O&PS007	Reduction in partnership/collaboration working		
Definition	Reduction in joint working with internal/external resources and Environmental Services			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Unable to delivery service delivery at current levels Loss of goodwill of partners/volunteers Reputational damage Reduction in income Loss of volunteer hours Reduction in service standards Less investment in parks and green space 	<ul style="list-style-type: none"> Deterioration of working relationships Inability of partners to continue levels of support Lack of internal resources to recruit/liaise Budget cuts impact on matched funding 	Continue to develop current working relationships	Fully Effective	<p>Impact</p> <p>Likelihood</p> <p>12</p> <p>Very Serious Low</p>
		Seek partnership in in all service projects, campaigns and programmes	Partially Effective	
		Seek help with partnerships to raise grant funding.	Partially Effective	
		Develop new areas of partnership working such as schools and businesses.	Partially Effective	
Risk Owner	Mark Reilly	Risk Manager	Steven Shaw	Residual Risk Assessment
Latest Note	Evidence of continued support reflected in enthusiasm of partners/volunteers and awards received from Green Flag, Britain in Bloom, APSE, etc.			<p>Impact</p> <p>Likelihood</p> <p>6</p> <p>Medium Low</p>

Code	O&PS009	Loss of UKAS accreditation		
Definition	The Laboratory losing, temporarily, its external UKAS accreditation following findings raised at either an annual, or unannounced UKAS visit			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> the financial implications of the potential loss of one, or more, local authority clients the financial implications of the potential loss of private clients the reputational damage of not providing an accredited service 	<ul style="list-style-type: none"> failure to comply with essential accreditation requirements poor performance in external quality assurance proficiency schemes inadequate staff training 	Comprehensive in-house quality system audit programme to cover all aspects of current quality system	Fully Effective	 <p>Impact</p> <p>Likelihood</p> <p>6</p> <p>Medium Very Low</p>
		Maintaining an awareness of current accreditation requirements through receiving regular updates from UKAS	Fully Effective	
		UKAS included as a main topic in team meetings and as an objective in PR&D's	Fully Effective	
		Participation in external quality assurance proficiency schemes to monitor laboratory performance	Fully Effective	
		Comprehensive training records maintained for all staff	Fully Effective	
Risk Owner	Mark Reilly	Risk Manager	Andrew Morrison	Residual Risk Assessment
Latest Note				 <p>Impact</p> <p>Likelihood</p> <p>6</p> <p>Medium Very low</p>

Code	O&PS0010	Loss of operator's licence		
Definition	Effect of services inability to use goods vehicles through loss of operator's licence			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Inability to carry out functions where goods vehicles are required Additional potential costs to services Prosecutions for significant breach of criminal law, which may lead to civil claims Reputational damage Customer and service dissatisfaction 	<ul style="list-style-type: none"> Failure to comply with statutory requirements Increased on road inspection failures Poor standard of work and lack of compliance process Increased MOT failures Focused attention by statutory body Poor information from service IT system 	Fleet improvement/replacement programme	Fully Effective	 <p>Likelihood</p> <p>6</p> <p>Medium Very Low</p>
		Thorough compliance process in place and monitored	Fully Effective	
		Working processes review and updated	Fully Effective	
		Thorough investigation process for failures in place	Fully Effective	
Risk Owner	Mark Reilly	Risk Manager	William Whyte	Residual Risk Assessment
Latest Note				 <p>Likelihood</p> <p>6</p> <p>Medium Very low</p>

Code	O&PS011	Fuel Shortage		
Definition	Fuel Shortage and rising costs leading to loss service			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Inability to carry out emergency services Additional potential costs to services Reputational damage Customer and service dissatisfaction 	<ul style="list-style-type: none"> 	Currently, Aberdeen City have bunkered fuel in 4 places, Altens East and Kittybrewster	Fully Effective	<p>Likelihood</p> <p>6</p> <p>Medium Very low</p>
		Fuel cards still in place for reserve	Fully Effective	
		Fuel services still looking at alternative fuel vehicles	Fully Effective	
		Thorough investigation process for failures in place	Fully Effective	
		Reduce use of fuel stored for only emergency vehicles	Partially Effective	
Risk Owner	Mark Reilly	Risk Manager	William Whyte	Residual Risk Assessment
Latest Note				<p>Likelihood</p> <p>6</p> <p>Medium Very low</p>

Risk Reference	Risk Description and Score	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)		
O&PS004	<p>Failure of Sea Defences</p> <p>There is a need to have effective monitoring and maintenance in place with respect to the existing sea defences and infrastructure.</p> <p>This may be further compounded where Climate change will increase the severity and frequency of severe weather events, in Aberdeen (heavy winter rainfall, flooding, a rise in sea level, erosion, reduction summer rainfall, higher temperatures).</p> <table border="1" data-bbox="253 882 573 1034"> <tr> <td data-bbox="253 882 421 1034">Residual Risk Score</td> <td data-bbox="421 882 573 1034" style="background-color: #00FF00; text-align: center;">6</td> </tr> </table>	Residual Risk Score	6	<ul style="list-style-type: none"> • Staff training and development • Operational plans and guidance including surveys, monitoring of existing infrastructure, committee reporting and guidance. • Contract Management Guidance and Procurement Regulations • Procedures to implement contract management policies • Climate risk Assessments • Weather impact Assessments • Regular monitoring and Infrastructure Assessments • Budget planning for anticipated impacts. • Emergency plans, Operational response procedures. 	<ul style="list-style-type: none"> • Corporate Management Team (CMT) Stewardship undertakes monthly review of Contract Management Risk • Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register • Contract review by Demand Management Board • Audit, Risk and Scrutiny Committee oversight of risk management system • Strategic Commissioning Committee • Inclusion in plans, programmes, strategies including those for planning, transport & housing • Local Resilience Partnership undertaking resilience planning and preparedness across all partners. • Public protection committee oversight of resilience arrangements • Operational Delivery Committee. 	<ul style="list-style-type: none"> • Annual Climate Change report (Public Bodies Climate Change Duties) submitted to Scottish Government. • Regional and National reports from Scottish Government, UK Government and SEPA. • North Regional Resilience Partnership • Grampian Local Resilience Partnership • Annual Internal Audit Plan approved and overseen by Audit Risk and Scrutiny Committee • Scottish Government performance review and reports • Testing of emergency plans at partner level
Residual Risk Score	6					

Risk Reference	Risk Description and Score	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
O&PS005	<p>Sustainable Drainage System (SUDS) Section 7 Scottish Water are currently requesting that all local Authority's sign up for them vesting and management/maintenance of SuDS that deals with surface water from both private curtilages and roads. It is the intention that the agreement will set out clear responsibilities for both above ground and below ground maintenance of SuDS features that are vested by Scottish Water and also deal with road run-off. For the council this would involve both future and historical developments and put a huge burden on the Council's finances. This may be further compounded where Climate change will increase the severity and frequency of severe weather events, in Aberdeen (heavy winter rainfall, flooding, a rise in sea level, erosion, reduction summer rainfall, higher temperatures).</p>	<ul style="list-style-type: none"> • Staff training and development • Operational plans and guidance including Climate Risk Guidance. Environmental risks (including climate risks) incorporated in business cases, committee reporting and guidance. • Operational Plans • Climate Risk Assessments. • Weather Impact Assessment. • Appropriate budgets being in place • Investigation with other LA's / SCOTS and our Legal teams whether we can refuse to sign up to the legal agreement. • Budget Planning and anticipated impacts / budget requirements. 	<ul style="list-style-type: none"> • Corporate Management Team (CMT) Stewardship undertakes monthly review of risks. • Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register • Strategic plans including North East Flood Risk Management Plan and Strategy; and development of Climate Adaptation Framework (Aberdeen Adapts). • Audit, Risk and Scrutiny Committee oversight of risk management system. • City Growth and Resources Committee oversight of climate change reporting. • Inclusion in plans, programmes, strategies including those for planning, transport, housing. • Local Resilience Partnership undertaking resilience planning and preparedness across all partners • Operational Delivery Committee 	<ul style="list-style-type: none"> • Annual Climate Change Report (Public Bodies Climate Change Duties) submitted to Scottish Government. • Regional and National reports from Scottish Government, UK Government and SEPA • Adaptation Capability Framework Benchmarking Tool • North Regional Resilience Partnership • Grampian Local Resilience Partnership
	Residual Risk Score			

Risk Reference	Risk Description and Score	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
O&PS006	<p>Inability to respond to flooding and Winter incidents</p> <p>The Council must ensure that it puts in place adequate training, planning and Plans for Flooding & Winter incidents.</p>	<ul style="list-style-type: none"> • Staff training and development • Operational plans and guidance including Climate Risk Guidance. Environmental risks (including climate risks) incorporated in business cases, committee reporting and guidance. • Operational Plans • Winter Maintenance Plans • Climate Risk Assessments. • Weather Impact Assessment. • Appropriate budgets being in place • Community involvement • Cross Service training events • Budget Planning and anticipated impacts / budget requirements. 	<ul style="list-style-type: none"> • Corporate Management Team (CMT) Stewardship undertakes monthly review of risks. • Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register • Strategic plans including North East Flood Risk Management Plan and Strategy; and development of Climate Adaptation Framework (Aberdeen Adapts). • Audit, Risk and Scrutiny Committee oversight of risk management system. • City Growth and Resources Committee oversight of climate change reporting. • Inclusion in plans, programmes, strategies including those for planning, transport, housing. • Local Resilience Partnership undertaking resilience planning and preparedness across all partners • Operational Delivery Committee 	<ul style="list-style-type: none"> • Annual Climate Change Report (Public Bodies Climate Change Duties) submitted to Scottish Government. • Regional and National reports from Scottish Government, UK Government and SEPA • Adaptation Capability Framework Benchmarking Tool • North Regional Resilience Partnership • Grampian Local Resilience Partnership
	<p>Residual Risk Score</p> <p style="text-align: center; font-size: 24pt;">8</p>			

Risk Reference	Risk Description and Score	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
O&PS007	<p>Reduction in partnership/collaboration working.</p> <p>Reduction in joint working with internal/external resources and Environmental Services There is a need to have strong and effective partnership / collaboration in place with Environmental Services. This to ensure Aberdeen's green space continues to grow and improve.</p> <p>Residual Risk Score 6</p>	<ul style="list-style-type: none"> • Staff training and development • Park Management Plans • Operational procedures and procedures. • Internal / external communication and networking. • Committee reporting • LOIP Improvement projects 11.3, 13.2 	<ul style="list-style-type: none"> • Corporate Management Team (CMT) Stewardship undertakes monthly review of Contract Management Risk • Senior Management Team (SMT) undertakes review of Cluster Operational Risk Register • Operations Committee oversight on service KPIs including number of community partnerships in place. • Audit, Risk and Scrutiny Committee oversight of risk management system • Local Outcome Improvement Plan (LOIP) • APSE benchmarking. • Aberdeen Open Space Strategy • Aberdeen Food Growing Strategy 	<ul style="list-style-type: none"> • Community Planning Aberdeen Board (CPA Board) • Local Outcome Improvement Plan (LOIP)

Risk Reference	Risk Description and Score		First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
O&PS009	Loss of UKAS accreditation.		<ul style="list-style-type: none"> • Comprehensive training of all staff. • Maintaining an awareness of current accreditation requirements through receiving regular updates from UKAS • UKAS included as a main topic in team meetings and as an objective in PR&Ds 	<ul style="list-style-type: none"> • Comprehensive in-house quality system audit programme to cover all aspects of current quality system. 	<ul style="list-style-type: none"> • Participation in external quality system audit programme to cover all aspects of current quality system.
	Residual Risk Score	6			

Risk Reference	Risk Description and Score	First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
O&PS010	Loss of operator's licence	<ul style="list-style-type: none"> • Drivers / Operators • Workshop Mechanics • Workshop Supervisors / Foreman • Service User's Supervision 	<ul style="list-style-type: none"> • Workshop Manager • Fleet Compliance Team 	<ul style="list-style-type: none"> • Fleet Manager • External Audit provider FTA • External Tachograph Auditer • DVSA • Police Scotland
	Residual Risk Score			

Risk Reference	Risk Description and Score		First Line of Defence (Do-ers)	Second Line of Defence (Helpers)	Third Line of Defence (Checkers)
O&PS011	Fuel shortage and rising costs leading to loss of service		<ul style="list-style-type: none"> • Drivers / Operators • Service User's Supervision • Business Support Team 	<ul style="list-style-type: none"> • Business Support Team • Service User's Supervision • External fuel providers (contingency plan) • Fuel Card provider • Local Resilience Partnership 	<ul style="list-style-type: none"> • Workshop Manager • Business Support Team • Procurement Team • Emergency Planning
	Residual Risk Score	6			