

Risk Code	Risk Title	Page Nos	Specific Notes/Actions	Director/ Chief Officer	Risk Owner	Risk Manager
O&PS001	Private sector competition in trade collections	3-4	Actions to be implemented	Rob Polkinghorne	Mark Reilly	Pam Walker
O&PS002	Commodities market fluctuations	5-6	Actions to be implemented	Rob Polkinghorne	Mark Reilly	Pam Walker
O&PS003	Brexit – Transfrontier shipment of waste	7-8	Actions to be implemented	Rob Polkinghorne	Mark Reilly	Pam Walker

Aberdeen City Council

Operations and Protective Services

Cluster Risk Register

Code	O&PS001	Private sector competition in trade collections			
Definition	Impact of competitors on successfully competing for collections				
Potential Impact	<ul style="list-style-type: none"> Reduction in available funding to service Reduction in number of required operatives/ resources Loss of skills, acumen and knowledge from the organisation Reputational damage Failure to meet legislative requirements 	<ul style="list-style-type: none"> Poor performance management of staff Staff apathy or resistance to change High levels of sickness/absence Uncompetitive business systems Poor customer care Current trend to use national companies in private sector 	Control Effectiveness		Current Risk Assessment
			Control	Control Assessment	
			Fully implement 'Collective' Waste Management system to establish effective customer management system	Fully Effective	
			Undertake review of trade waste services to ensure value for money is obtained	Partially Effective	
			Establish action plan based on review	Partially Effective	
			Develop customer base and customer care	Partially Effective	
Risk Owner	Mark Reilly	Risk Manager	Pam Walker	Residual Risk Assessment	
Latest Note	Collective waste management system will be in place by year end				
				<p>Very serious Low</p>	

Code	O&PS002	Commodities market fluctuations
Definition	Fluctuation in commodities markets impacting on budgets	

Control Actions

Action 1	Progress	Original Due Date	Amended Due Date
Management system	50%	01/04/2019	
Description	Waste management system being developed and implemented to improve efficiencies and customer satisfaction		
Update	<ul style="list-style-type: none"> Fully implement 'Collective' Waste Management system to establish effective customer management system 		
Assigned To	Pam Walker		

Action 2	Progress	Original Due Date	Amended Due Date
Review current arrangements	50%	01/04/2019	
Description	Review cost effectiveness of current arrangements		
Update	<ul style="list-style-type: none"> Undertake review of trade waste services to ensure value for money is obtained 		
Assigned To	Pam Walker		

Action 3	Progress	Original Due Date	Amended Due Date
Action plan	25%	01/04/2019	
Description	Develop action plan		
Update	<ul style="list-style-type: none"> Implement action plan 		
Assigned To	Pam Walker		

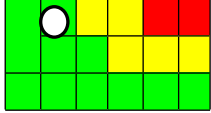
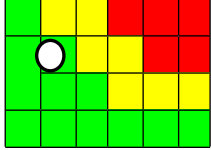
Action 4	Progress	Original Due Date	Amended Due Date
Develop systems	10%	01/04/09	
Description	Develop customer base and customer care in tandem		
Update	<ul style="list-style-type: none"> Develop customer base and customer care 		
Assigned To	Pam Walker		

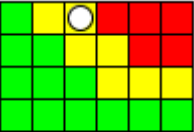
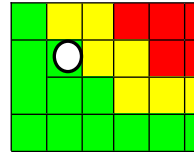
Potential Impact		Causes	Control Effectiveness		Current Risk Assessment
			Control	Control Assessment	
<ul style="list-style-type: none"> • Current market position not identified correctly and suitable arrangements not in place • Reduced performance • Inability to balance budgets • Inability to maintain standards expected • Reputational damage 		<ul style="list-style-type: none"> • Fluctuation of supply and demand • Minimum price levels • Seasonal demands • Transportation costs 	Ensure communication of financial implication for Council through budget development process each year	Partially Effective	<p>Very Serious Low</p>
			Maintain close control 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	
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,			<p>Serious Low</p>	

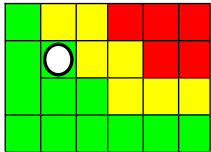
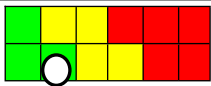
Code	O&PS003	Brexit – Transfrontier shipment of waste		
Definition	End of transfrontier shipment of waste within EU			
Potential Impact	Causes	Control Effectiveness		Current Risk Assessment
		Control	Control Assessment	
<ul style="list-style-type: none"> Need to review current position Reduced performance Inability to handle current waste levels Inability to maintain standards expected 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 2020 Seasonal demands Current market outlets 	Monitor progress and, where able, influence policy development to reflect Aberdeen's needs	Partially Effective	<p>Very serious Very Low</p>
		Ensure organisation is briefed on potential changes as they become apparent and mitigation plans developed accordingly	Partially Effective	
Risk Owner	Mark Reilly	Risk Manager	Pam Walker	Residual Risk Assessment
Latest Note	Suez have a contractual requirement to dispose of waste and have a business plan to increase suitable outlets			
Action 1	Progress	Original Due Date	Amended Due Date	
Business intelligence	75%	01/04/2019		
Description	Ensure that latest information is available for decision making			
Update	<ul style="list-style-type: none"> Ensure that market impacts are considered within the budgetary process 			
Assigned To	Pam Walker			

Code	O&PS004	Failure of sea defences		
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 	<ul style="list-style-type: none"> Extreme weather 	Monitoring coastal defences	Fully Effective	
		Maintenance to sea defence structures	Fully Effective	

Action 1	Progress	Original Due Date	Amended Due Date
Review	10%	01/04/2019	
Description	Review arrangements when outcome of agreement is known		
Update	<ul style="list-style-type: none"> Develop potential action plan on known information 		
Assigned To	Pam Walker		

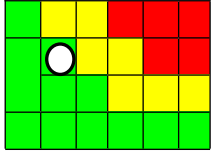
Code	O&PS005	Reduction in partnership/collaboration working			
Definition	Reduction in joint working with internal/external resources and Environmental Services				
<ul style="list-style-type: none"> Serious loss of infrastructure Potential flooding Reputational damage 	<ul style="list-style-type: none"> Poor coastal defence design/construction Poor maintenance 				 <p>Likelihood</p> <p>Material Very Low</p>
Risk Owner	Mark Reilly	Risk Manager	Doug Ritchie	Residual Risk Assessment	
Latest Note				 <p>Impact</p> <p>Likelihood</p> <p>Material Very low</p>	

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 		<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>Likelihood</p> <p>Very Serious Low</p>
			Seek partnership in in all service projects, campaigns and programmes	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>Likelihood</p> <p>Material Low</p>	

Code	O&PS006	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>Material 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	James Darroch	Residual Risk Assessment
Latest Note				

Action 1	Progress	Original Due Date	Amended Due Date
Partnership	75%	01/04/2019	
Description	Develop working relationships with external/internal resources		
Update	<ul style="list-style-type: none"> Seek partnership in in all service projects, campaigns and programmes 		
Assigned To	Steven Shaw		

Code	O&PS007	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>Material Very Low</p>
		Thorough compliance process in place and monitored	Partially 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

<p>Latest Note</p>			 <p>Impact</p> <p>Likelihood</p>
			<p>Material</p> <p>Very low</p>