

RISK REF:	LINK TO STRATEGY	RISK TYPE	AD OWNER	DATE IDENTIFIED	LAST REVIEWED	DESCRIPTION	RAW RISK RATING PRIOR TO CONTROL MEASURES			RESIDUAL RISK RATING FOLLOWING EXPECTED			COMMENTS
							EXPECTED IMPACT (A)	LIKELIHOOD (B)	RISK SCORE (A X B)	IMPACT (A)	LIKELIHOOD (B)	RISK SCORE (A X B)	
1	Financial	Operational Risk	Clive Pitt	2007-02-12	2015-01-27	Major systems failure (IT, power, communications etc) preventing service delivery	4	5	20	2	3	6	
2	Customer	Business Risk	Trevor Phipps	2007-02-19	2014-07-16	Failure to meet customers' expectations or requirements leading to loss of business	5	4	20	3	2	6	
5	People	Business Risk	John Doherty	2007-02-19	2012-02-17	Sustained failure to attract or retain quality staff	5	3	15	5	2	10	
6	Financial	Business Risk	Clive Pitt	2007-02-19	2015-01-27	Failure to achieve budget surplus in line with latest MTFS	4	4	16	4	2	8	
7	Operational	Operational Risk	David Godsell	2007-02-19	2014-11-26	Premises closure resulting from fire/flood etc.	5	5	25	3	2	6	
8	Procurement and Compliance	Governance Risk	John Doherty	2007-02-19	2015-01-29	Governance failures by Management	5	3	15	5	2	10	Servicing authority requirements set out in Consortium agreement. Regularly reviewed, and subject to audit. The Annual Governance Statement and Consortium Agreement mitigate the risk of governance failures.
10	Customer	Business Risk	Trevor Phipps	2007-02-19	2014-07-16	Risk of change in customer perception or adverse publicity	4	2	8	4	1	4	
12	Customer	Business Risk	Trevor Phipps	2007-02-19	2014-07-16	Liquidation/closure of major supplier's)	3	3	9	3	2	6	
14	People	Business Risk	John Doherty	2007-06-28	2015-01-29	Unexpected loss of key senior staff.	4	4	16	2	3	6	Succession planning included within People Plan
15	Operational	Operational Risk	David Godsell	2007-08-31	2014-11-25	Industrial action by ESPO staff	3	2	6	3	1	3	
20	People	Business Risk	Clive Pitt	2009-09-01	2015-01-27	Risk of fraud or corruption by employees	5	3	15	3	2	6	Increased awareness of appropriate policies internally. Subject to internal and external audit. Review of MI. Register of supplier gifts retained.
21	Financial	Funding risk	Clive Pitt	2009-09-01	2015-01-27	Risk of business failure by major commercial debtors	3	3	9	3	2	6	
22	Procurement and Compliance	Business Risk	Kristian Smith	2009-02-08	2014-07-22	Energy Contracts financial risk exposure	4	3	12	2	3	6	
25	Customer	Operational Risk	Trevor Phipps	2012-01-12	2015-01-29	Increased competition	5	4	20	4	2	8	Recruitment of more experience into the Sales and Marketing function, as to how to adopt and manage increased commercial competition.
30	Operational	Business Risk	Clive Pitt	2012-10-03	2015-01-27	Power failure resulting in failure of servers due to over heating, resulting in inability to run the IT systems.	5	3	15	5	1	5	
32	Procurement and Compliance	Business Risk	Kristian Smith	2014-01-05	2014-07-22	Risk of challenge to a procurement exercise resulting in damages and legal costs	5	3	15	5	2	10	
33	Operational	Business Risk	John Doherty	2013-12-12	2015-01-29	Health and Safety compensation claims and fines.	4	4	16	3	3	9	Mitigated to some extent by H&S Committee and Policies
34	Operational	Operational Risk	John Doherty	2014-01-15	2015-01-29	Business Continuity through Fire, Accident, Building Access, Infection etc	5	3	15	4	3	12	Mitigated by Business Continuity Policy and IT recovery annual dress rehearsal.
35	Procurement and Compliance	Governance Risk	Kristian Smith	2014-03-03	2014-07-22	Risk of challenge resulting from the evaluation methodology used in Catalogue procurement	4	4	16	4	3	12	
36	Procurement and Compliance	Business Risk	Kristian Smith	2014-03-20	2014-03-20	Risk of delay in migration of supply points to new energy supplier – at time of change of supplier on the framework, or when a new customer joins the framework	5	5	25	3	3	9	
37	Procurement and Compliance	Governance Risk	Kristian Smith	2015-02-02	2015-02-02	Catalogue procurement (loss of vetted supplier)	4	4	16	4	3	12	
38	Procurement and Compliance	Business Risk	David Kwiatek	2015-02-02	2015-03-31	Optima (potential failure/customer impact)	5	4	20	4	3	12	
39	Financial	Business Risk	John Doherty	2015-02-02	2015-02-04	Impact of the Comprehensive Spending Review on local authorities	4	3	12	4	3	12	
40	Sales & Marketing	Business Risk	Trevor Phipps	2015-03-27	2015-03-27	Failure to protect rebate income from change in commercial landscape and competitor activity (CCS,YPO etc)	5	3	15	5	2	10	MRR to be produced - Focus marketing, promotion & awareness of key ESPO frameworks through Sales teams.
41	Sales & Marketing	Business Risk	Trevor Phipps	2015-03-27	2015-03-27	Risk of losing store and direct catalogue sales due to increased competitor activity and customer behaviours	3	3	9	4	3	12	MRR to be produced - Focus marketing, promotion & awareness of store & direct catalogue products through Sales teams.
42	Financial	Business Risk	Clive Pitt	2015-03-25	2015-05-20	Reliance on technology	5	3	15	4	2	8	
43	Financial	Business Risk	Clive Pitt	2015-03-25	2015-05-20	Aurora upgrade 2016	4	3	12	3	2	6	
44	Sales & Marketing	Business Risk	Trevor Phipps	2015-03-25		Supplier management			0			0	MRR to be produced

ISSUED/ REVISED DATE: 27/03/15

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45	Procurement and Compliance	Business Risk	Trevor Phipps	2015-03-25		Top rebate-earning contracts			0			0	MRR to be produced
46	Procurement and Compliance	Business Risk	Kristian Smith	2015-03-25	2015-03-31	Not getting everything we are entitled to through collaboration and competition	3	3	9	3	2	6	