

APPENDIX 2 - CORPORATE RISK REGISTER EXTRACT

ESPO

Risk Ref	Category	Risk Description	Consequences / Impact	Risk Owner	Impact	Likelihood	Score	Risk Action Tolerate / Treat / Transfer / Terminate	List of Current Controls / Actions Embedded and operating soundly	Risk Indicators to be used to monitor the risk	Impact	Likelihood	Score	Risk Action Tolerate / Transfer / Terminate	Further Action / Additional Controls	Action Owner	Action Target Date	Q4 Comments / Updates
79	IT	IT Cyber Security - Range of cyber security threats (Note - separate IT specific risk register maintained and overseen by internal ITDG committee)	Failure to adequately protect ESPO networks, systems and data from malicious attack could lead to a range of potential consequences, including: financial, reputational, operational, legal impacts or other losses.	AD Operations & IT	5	4	20	Treat	<ul style="list-style-type: none"> 1) Firewall logs (contain details on network traffic, including hostile attacks on the ESPO network) 2) Automated Threat Protection system (assesses various incoming data (e.g. emails) for potential threats) 3) Antivirus software (Prevents known viruses from executing on ESPO devices) 4) Authentication systems (Controls who can access ESPO systems and data) 5) Staff education (Reduces risk of successful phishing attack) 6) Anti-Ransomware backup solution (prevents hackers from encrypting our backups) 7) External security controls Audit (Highlights areas of concern in ESPO security systems) 8) Penetration testing (probes the ESPO network for vulnerabilities) (Needs further expansion/detail) 	<ul style="list-style-type: none"> 1) Firewall logs (contain details on network traffic, including hostile attacks on the ESPO network) 2) Firewall Reports (Daily, weekly, monthly reports on network traffic) 3) External security support partner monitoring (Various support partners issue regular threat alerts) 4) Various event logging - systems that monitor and alert on potential concerns (this is a weak area for ESPO and will be reviewed) 5) Status of the Spirit project. 	4	4	16	Treat	<ul style="list-style-type: none"> IT action plan created and enhanced following the cyber audit by LCC. This includes controls in place, and enhancements, including: <ul style="list-style-type: none"> - Creation of cyber security roadmap, specific risk register and incident response processes - New remote working policy including multi-factor authentication, revised password policy and technical measures for device authentication. - Penetration Testing - Disaster recovery policy, testing and third party support - Staff training and to improve awareness, competence and enhance the positive culture of reporting of issues/mistakes - Contracts with specialist 3rd parties to provide regular technical and emergency support - Working towards 'CyberEssentials+' accreditation - Maintenance and development of internal security procedures (e.g. the 2022 version upgrade of our ERP system) Sept 2022 Cyber Insurance policy extended for 1 year. Oct 2022 LT approved 	AD Operations & IT	Q1 2021/ongoing	Cyber Security Policy document approved by LT Oct 2022. LCC Cyber Security audit completed Nov 2022. Cyber insurance policy extended by 12 months Sept 2022. March 2023 Use of MS Defender for device protection. Use of MS Sentinel for alert monitoring. Use of uSecure service to improve staff awareness.
88	IT	Framework CRM database - Supporting EPM+ rebate and £2.5bn+ customer spend Risk of high dependence on bespoke ESPO developed system and knowledge with one individual within IT.	ESPO risks are: <ul style="list-style-type: none"> 1. Reduced visibility of framework sales data/MI, by customer/sector etc. 2. Reduced ability to forecast rebate income ranges. 3. Potential to adversely impact rebate income. 4. Increased manual workload for procurement teams. 5. Member dividend is based on top frameworks which will not be ascertainable if there is no access to the database. 6. Current database doesn't hold framework details on MSTAR, Washroom 	AD Procurement & Commercial	5	4	20	Treat	<ul style="list-style-type: none"> 1. Tested process for system use. 2. Some data is held within procurement teams at supplier level only. 3. Finance and Commercial teams hold high level framework rebate information. 4. Spirit project to expand data management is currently underway. 	<ul style="list-style-type: none"> 1. Actual income to be monitored against forecast and variances reviewed. 2. Delays in provision of MI and/or agreement on rebate levels with suppliers. 3. Reviews between Commercial team and Procurement teams. 4. Status of the Spirit project. 	4	3	12	Treat	<ul style="list-style-type: none"> 1. Implement new Spirit system. 2. Build a centrally held pipeline for customer spend. 3. Consider development of a supplier portal for uploading of MI from 2,500+ suppliers. 4. Consider automation of raising supplier invoices via Spirit CRM. 5. Consider business wide rollout of a CRM system. 6. Consider appointing a supplier to provide a rebate portal. 	Head of Commercial	07/03/2022	New Risk
91	Governance and financial	Risk of warehouse extension overspend	<ul style="list-style-type: none"> 1. Reduced cash reserves 2. Less appealing investment proposition 	AD Finance	5	4	20	Treat	<ul style="list-style-type: none"> 1. Procurement process with prices agreed and fixed where possible at the outset of contracting. 2. Regular reviews of the Cost Plan with the third party project manager (Pick Everard) and main contractor (Galliford Try) 	<ul style="list-style-type: none"> 1. Cost overruns agreed/expected evaluation at each stage of the tender process, and as the project progresses. 	4	3	12	Treat	<ul style="list-style-type: none"> 1. Continual evaluation of costs and investment appraisal through the Project Board 2. Clear specification for contractors and flexibility on ESPOs part to manage costs 3. Fast delivery plan once planning permission has been obtained 	AD Finance	01/12/2022	1.3.23- Tender process for the main contractor is completed. Cost plans continue to be monitored with Pick Everard and remain within the approved business case, with a contingency in place. Project Board meeting monthly to review project progress and consider risk. Difference in risk rating to Project Board noted, with higher risk reflected here as
25	Stores Trading and Brand	Increased competition including Amazon & CCS	<ul style="list-style-type: none"> 1. Possible implications on business volume, reputation, new business and on trading results in the Catalogue business 2. Through collaboration with CCS and YPO, CCS is dominating the management of such contracts (MFDs) including the management of the rebates; ensuring security of the income stream is becoming a threat to ESPO's business model. 3. Amazon: moving deliberately into the public sector space, and focussing on education as a key area, Amazon have expressed interest widely within the market place at becoming more than an ad hoc supplier to schools of all levels, expressing their intention to partner with, or secure suppliers who have tailored offering for the sector. 	AD Procurement & Commercial	4	4	16	Treat	<ul style="list-style-type: none"> 1. Working with suppliers and customers to improve the 'offering', facilitating this relationship through capturing and using business intelligence and managing this 'knowledge'. 2. Continue seeking efficiencies through international sourcing 3. Amazon: Continue to market our 'not for private profit' credentials and continue to craft our ranges to offer the very best solution to all tiers of education from our stock and directs position. To explore collaboration with our PBO neighbours to ensure opportunities are not missed in securing market share dominance on key lines such as paper, glue sticks and exercise books. 4. Website Development. 5. Use of BESA benchmarking for ongoing market share data. 6. Continue to make frameworks easier to access. 7. Develop ETL framework offering for diversity of customer base. 	<ul style="list-style-type: none"> 1. Changes to key customers' buying (as highlighted at Weekly Trading) 2. Fluctuations in rebate income (as highlighted at Weekly Trading) 3. Stalling of e-commerce uptake trends (as highlighted in IT update) 4. Amazon: Reduction in traditional stationary and direct electrical item sales at category level. 5. Termini customer research and feedback 6. Competitive mapping for frameworks, including new threats from Bloom and CCS expansion. 7. Staff migration to competitors. 	5	2	10	Treat	<ul style="list-style-type: none"> 1. Review loyalty scheme - increased requirement on income streams 2. Robust sales and marketing strategy to be developed to reflect the heightened competition in this sector and to support the revised MTFs. 3. Review of Customer Offer 4. MATs package 5. Review termly research. 6. Keep a close eye on developments in the market & particularly on CCS & Amazon. 7. Continue to look out for member authority frameworks that duplicate ESPO's offering. 8. Keep abreast of speculative frameworks that could take business from ESPO frameworks. 9. Continue to explore and maximise exporting opportunities. 10. Review approach to recruitment and retention of key procurement/commercial staff. 11. Consider bidding for the CCS tail spend tender issued in June 2021 	AD Procurement & Commercial	Ongoing	01/03/22 Reviewed - no updates.
78	Supply chain	Supply chain risk - including corona virus, Brexit and Conflict in Europe	<ul style="list-style-type: none"> 1. 'Stock supply shortages for products or components that are made in Far East. With consequential effects in UK manufacturers production capability 2. 'Staff shortages in all ESPO functional areas due to high sickness rates. 3. 'School closures to reduce infection spread. 4. 'Overall economic impact on ESPO's business activities due to sluggish restoration of international supply chain. 5. Buying price risk due to increased freight costs may mean a reduced margin. 6. Driver shortage in the market could affect deliveries to ESPO and our ability to deliver to our customers on time. <ul style="list-style-type: none"> • Staff complacency and not adhering to controls in place. • All risks as identified previously coming to fruition due to further restrictions introduced. • Supply chain disruption in the event of further lockdowns both in UK and Worldwide. • On-going school closures / partial closures. 	Director	4	4	16	Treat	<ul style="list-style-type: none"> 1. 'Set up an internal team tasked with managing ESPO's activities and communications in response to the health crisis. 2. 'Monitor updates and advice from WHO and UK government 3. 'Maintain regular communications with customers, staff and stakeholders. 4. ESPO continue to promote good handwashing and hygiene practices and have increased the availability of antibacterial wipes and cleaning equipment. Contracted cleaning contractors disinfect door handles and hand rails as part of our contract. 5. Should a member of staff contract coronavirus ESPO will liaise with PHE directly at County Hall and follow any recommendations. 6. Should isolation be required and where necessary individual risk assessments will be completed. In the event there is a requirement for an extended number of staff to work from home all available lap-tops provide to staff across the business will be recalled and distributed accordingly. 7. Assess suppliers shortages through daily phone contact by Stock Optimisation team. 8. Work closely with staff agency partners to source staff across the logistics, procurement and financial sectors. 9. Continue to manage supply chain risk through Supply Chain Panel, PAG and CMG. 10. CMG and Contracts Panel will be made aware of price increases and impacts assessed by Finance 11. Aim to resist price increase 'within a war' 	<ul style="list-style-type: none"> 1. Weekly stock availability reports with supplier shortages and failed customer orders. 2. Weekly staff sickness records attributable to the coronavirus. 3. Weekly trading analysis • Continued enforcement of existing controls by managers • Continued staff briefings and reminders. • On-going Covid-19 secure monitoring by ESPO Health and Safety Advisor and LCC. 	4	4	16	Treat	<ul style="list-style-type: none"> 1. Align staff policies to LCC guidelines. 2. Assess trading impact on financial forecasts. 3. Understanding of alternative sources of catalogue products. 4. Regular meetings of the internal team 5. Ongoing communications with all relevant parties through web site, weekly comms and formal reports. 04.03.2020 ESPO update on Coronavirus Report discussed at Mgmt. Committee. 06.03.2020 Teleconference with LCC. • All risk assessments and guidance fully aligned with LCC. • Internal meetings took place regularly during height of pandemic. Frequency reduced due to new 'BARR'. Would resume if required. • Comms on-going • Forthcoming work on building modifications and a new people strategy to support new ways of working. 	Director	Ongoing	15.6.22 Post risk meeting - residual risk increased to high reflecting discussion about changes (and risk of further changes) in global trading conditions.
2	Stores Trading and Brand	Web - Failure to meet customers' expectations or requirements leading to loss of business	<ul style="list-style-type: none"> 1. Reduction in the sales of products and use of services. 2. Incomes fall below economic levels required to support current operational needs. 3. Threat to MTFs 	AD Business Development	5	3	15	Treat	<ul style="list-style-type: none"> 1. Rolling review of Customer Offer 2. Web development roadmap 3. Various customer satisfaction surveys and analysis of feedback. 4. Weekly reviews of operating and financial KPIs 5. Benchmarking against other public & private sector competitors. 6. Compliant procurement 	<ul style="list-style-type: none"> 1. Key website operating KPIs (visits, transactions, sales, procurement downloads, CAA, COA) 2. Customer feedback and satisfaction levels 3. If analysis of competitor websites identifies key new functionality or services being offered. 	4	3	12	Treat	<ul style="list-style-type: none"> Deliver website development project. Key upcoming milestones include: <ul style="list-style-type: none"> - Launch website version upgrade (March 23) - Commence delivery of PushOn rolling improvements (after version upgrade), including launch of Adobe live search and re-merchandising site (Apr 23) - Deliver customer experience (and My Account) functionality (Summer 2023) including ability to pay invoices online - SEO optimisation - E-procurement integration into website 	Head of Marketing	Ongoing	6.3.23 - Web road map in progress with version upgrade expected to Go Live in March 23, which will allow other developments (including Adobe live search) to commence roll out over early 23/24. - Skuside contract now in place and product selection/mapping to competitors is now in progress. Expect benchmarking analysis to start in Q1 23/24. - On e-procurement, multiple customers waiting for this to be enabled prior to joining ESPO - project launched to monitor SIMS/PS Financials system integration.
80	Procurement - Compliance	The Procurement Bill contains areas of potential risk for ESPO. Lack of clarity around proposals at this stage adds to the	Customers may choose to undertake their own procurements and not use frameworks - fall in rebate income. Risk of court challenge if new procedures used incorrectly.	AD Procurement & Commercial	5	3	15	Treat	<ul style="list-style-type: none"> Monitoring contracts finder/ find a tender and closer monitoring of customer procurement pipelines Better engagement through CRM'S Continued engagement with legal advisors to gauge customer tendencies 	<ul style="list-style-type: none"> Fall down in number of customers using our frameworks. Insufficient resource to manage increased administration required. 	5	3	15	Treat	<ul style="list-style-type: none"> 1. Develop ESPO's procurement strategy to take account of the newly released National Procurement Policy Statement 2. Work closely with LCC and other PBOs to develop joint approach. 	AD Procurement & Commercial		28/02/2023 No change in respect of Bill progress through Parliament. Procurement Steering Group continues to work through White Paper as a working group to redesign processes and possibly re-structure to ensure readiness.

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