

Risk Ref	Category	Risk Description	Consequences / Impact	Risk Owner	Inherent Risk 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	Residual Risk			Risk Action Tolerate / Treat / Transfer / Terminate	Further Action / Additional Controls	Action Owner	Action Target Date	HIDE		
					Impact	Likelihood	Score				Impact	Likelihood	Score					Inherent Risk	Residual Risk	
1	IT	Major systems failure (IT, communications etc) preventing service delivery	1. Immediate cessation of almost all office and warehouse functions 2. Failures in processing customers' orders, in providing deliveries to customers, in replenishing stocks and in providing procurement services and support.	AD Operations & IT	5	4	20	Treat	1. A range of approved IT policies that encourage and support the correct use of systems by users and signed acceptance of such policies. 2. Disaster recovery contract with Daisy providing for	1. Satisfactory annual disaster recovery test results with Daisey. 2. Generator testing log 3. IT Section records of frequency &	4	3	12	Treat	08.02.24 Successful DR testing took place Dec 2023. System21 and associated systems were restored to the Recarta Data	AD Operations & IT	Sep-20	August 2025 - New firewalls and automated internet failover are now live giving ESPO more protection as well as better control and visibility of the systems and vendor activity. New version of the backup hardware and software is also in place which guarantees that	High	Med
2	Stores Trading and Brand	Web - Failure to meet customers' expectations or requirements leading to loss of business	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	1. Rolling review of Customer Offer 2. Web development digital roadmap 3. Various customer satisfaction surveys and analysis of feedback.	1. Key website operating KPIs (visits, transactions, sales, procurement downloads, CAA, COA) 2. Customer feedback and satisfaction levels	4	3	12	Treat	1. Website development is ongoing as per digital roadmap. 2. Ensure that we are always on a supported version of Adobe Commerce. 3. Continue delivery of PushOn rolling improvements.	Head of Marketing	Ongoing	07.08.25 Reviewed - Controls/actions and risk indicators updated. - E-procurement project with SIMS and IRIS Financials is live. - Digital investment of £70k via strategic initiatives fund to progress	High	Med
25	Stores Trading and Brand	Increased competition	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 FWs (Technology, MFDs) including the management	AD Business Development	5	4	20	Treat	1. Working with suppliers and customers to improve the 'offering', facilitating this relationship through capturing and using business intelligence and managing this 'knowledge'. 2. Business Continuity measures – see risk 34: Business Continuity	1. Changes to key customers' buying (as highlighted at Weekly Trading). 2. Fluctuations in rebate income (as highlighted at Weekly Trading).	4	4	16	Treat	1. Review loyalty schemes including MATs Package and development of new corporate package – increased requirement on income streams. 2. Robust sales and marketing strategy developed to reflect the	AD Business Development	Ongoing	07.08.25 Reviewed - Controls/actions and risk indicators updated. - DFE appear to be launching a new proposition to create or use a framework for tailspend, educational supplies, BESA and ESPO	High	High
38	Energy	Energy Management System - (Optima) (potential failure/customer impact)	ESPO risks are: Financial - 1. Inability to pay supplier – supplier cash flow impact, and potential breach of contract	AD Procurement & Commercial	5	4	20	Treat	1. Contract with Optima agreed until May 2026 + 2 year extension option 2. Business Continuity measures – see risk 34: Business Continuity	1. Project Risk Register 2. High Risks requiring action escalated as appropriate (in the form of "Issue Reports") 3. Project board meet quarterly + 6 monthly	3	4	12	Tolerate	1. Engagement of other providers to inform longer term strategy. 2. Consider switching FM Customers to bureau service, which will limit financial exposure.	Head of Commercial	Ongoing	Optima were purchased by Valsoft Corporation in 2023. Situation being closely monitored but no amendments to risk scores deemed necessary. 14/02/24	High	Med
66	Stores Trading and Brand	Amazon (with or without YPO solution)	1. Amazon access to Public Sector via YPO agreement. 2. Amazon access to Public Sector/YPO customers. 3. Amazon range. 4. Corporate threat.	AD Business Development	5	4	20	Treat	1. ESPO BAU account management. 2. Digital/Web roadmap. 3. Procurement and compliance advice. 4. ESPO market intelligence.	1. Termly customer research. 2. Account manager feedback. 3. Online exposure. 4. BESA data on market share.	4	4	16	Treat	1. Digital platform and development roadmap. 2. NAM Account management of key customer accounts. 3. Brand diversification (Eduzone). 4. ETL broader appeal/reach.	AD Business Development	Ongoing	07.08.25 Reviewed - Controls/actions and risk indicators updated. - DFE creating new proposition to offer all schools access to a framework for tailspend educational supplies. We continue to engage	High	High
70	Operations and H&S	Driving or operating over the alcohol or drug limit	1. Impaired judgement leading to accident 2. Possible injury or death to other road users and pedestrians. 3. ESPO reputational damage	AD Operations & IT	5	3	15	Treat	With 'Cause' tests can be made at any time. Driver signs daily report to confirm he is fit to drive. Agreed a local policy with Trade Unions on 11/8/2021 where there is suspicion of excess alcohol being	Road Traffic Accidents Injuries to customers or drivers Contact from the police	4	4	16	Treat	26/11/2020 24.11.20 LCC proposed random D&A testing policy under review 28.5.2021 New drug & alcohol testing regime being introduced via LCC from Sept 2021.	AD Operations & IT	Implement testing regime within 1 month of LCC	Aug 2025 - D&A testing conducted 28.07.25. 21 donors tested in total covering night shift, early shift and delivery drivers. 2x FLT drivers on each shift tested as agreed. All results returned as negative. On-site breathalaiser remains available as indicative check if	High	High
78	Supply chain	Supply chain risk – notably linked to geo-political events and conflict in The Middle East and Ukraine	1. Stock supply shortages for products or components that are made in Far East. 2. With consequential effects in UK manufacturers production capability. 2. Staff shortages in all ESPO functional areas due to high sickness rates.	Director	4	4	16	Treat	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	1. Weekly stock availability reports with supplier shortages and failed customer orders. 2. Weekly 'staff sickness records' attributable to the coronavirus.	4	4	16	Tolerate	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	Director	Ongoing	14.5.25. Risk description updated to remove links to Brexit and Covid were are largely diminished now	High	High
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	Range of protections/controls in place, including (but not limited to): 1) Firewalls (outer defences, controlling the border of ESPO network)	1) Firewall logs (contain details on network traffic, including hostile attacks on the ESPO network) 2) Firewall Reports (Daily, weekly, monthly	4	4	16	Treat	IT action plan created and enhanced following the cyber audit by LCC. This includes controls in place, and enhancements, including: - Creation of cyber security roadmap, specific risk register and	AD Operations & IT	Q1 2021/ongoing	August 2025 - Following Firewall upgrade our CyberSecurity stance got even stronger. Microsoft Secure score has gone up to 84%. Additional security rules, monitoring and system access control guarantees stronger security. IT is continuing to remove old and	High	High
80	Procurement - Compliance	The Procurement Bill contains areas of potential risk for ESPO.	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. Current procurement structure may need reassessment to ensure	AD Procurement & Commercial	5	3	15		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	Fall down in number of customers using our frameworks. Insufficient resource to manage increased administration required.	5	3	15	Treat	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		14/02/24 Bill now confirmed for October 24 implementation. Procurement Steering Group having completed a read through of the new Act. Training sessions identified for all procurement staff to take place March - June 24.	High	High
88	Procurement - Trading	Framework CRM database - Supporting £9M+ rebate and £2.5bn+ customer spend Risk of high dependance on bespoke ESPO developed system and knowledge with one individual within IT.	ESPO risks are: 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.	AD Procurement & Commercial	5	4	20	Treat	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	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.	4	3	12	Treat	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.	Head of Commercial		14/05/25 - No changes required.	High	Med
96	Energy	Initial period of contract with Optima will end in May 2027	Current Optima system continues to serve its purpose, namely to enable gas billing and effective operation of the bill validation service. However long term use of the system needs to be considered, particularly with initial expiry of the contract in May 2027. A decision on future strategies will need to be taken in 2025. Any implementation of a new/replacement system would greatly heighten current risk levels.	AD Procurement & Commercial	5	2	10	Treat	Ongoing contract management of Optima and regular monitoring of performance of system	1. Deteriorating financial position of Optima 2. Decreasing service levels 3. Increased number of system issues	5	2	10	Treat		Head of Commercial	31.3.25		Med	Med
98	Governance and Financial	Government back office spend and consultancy spend reduction targets	In 2024 the government announced £5.5 billion worth of savings in 2024-25. The Chancellor is launching a multi-year Spending Review to conclude in Spring 2025 and write out to departments shortly thereafter. The Spending Review will set spending plans for a minimum of three years of	AD Finance	5	4	20	Treat	1. Regular discussions and relationship building with various Government departments. 2. Offset any losses through growing frameworks with other customers and increasing framework offering.	1. Monitor Framework spend trends on Consultancy and Strategic HR spend.	4	3	12	Treat	1. Increase ESPO's presence within the framework market. 2. Build on existing relationships with Government departments. 3. Seek to develop new framework offerings	AD Finance	01/12/2022	08.08.25 - Regular monthly reviews of framework spend by supplier and customer. Framework sales campaign underway for 2025/26 year.	High	Med
103	Stores Trading and Brand	DFE development of a 'tailspend' Educational Supplies Framework and attempting to restrict the market to one supplier	1. DFE encouraging / restricting schools purchases of educational supplies with selected supplier(s). 2. Potential impact on educational supplies market that could reduce competition and reduce school spend with ESPO.	AD Business Development	5	5	25	Treat	1. ESPO account management with individual schools and academies. 2. Developed a historical positive relationship with DFE and hold regular meetings with DFE senior staff to	1. Information obtained from DFE meetings. 2. Monitoring of DFE and DFE procurement activity. 3. BESA enoagement and information and	4	4	16	Treat	1. Continue to engage with DFE and BESA to counter threat. 2. Ensure that ESPO continues to engage directly with schools and MATs. 3 Ensure that ESPO continues to add value to schools/MATs	AD Business Development	Ongoing	07.08.25 - New risk added in light of market engagement notice 1/8/25	High	High

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