

ID	Linked to Objective	Overall Risk status	Description of Risk		Risk Owner	Existing Controls	Status	Owner	Current Risk Score 1:Low...4:High		Overall Current Risk Score	New/Developing Controls	Owner	Start Date	End date	Status	Target Risk Score 1:Low...4:High		Overall Target Risk Score	Review Date
			Source (Lack of...Failure to)	Consequences (Results inLeads to)					L	I							L	I		
			1	Pre Tender						Pro5 Working Group does not reflect the requirements of end-users (customers)							Organisations choose to purchase their fuel requirements elsewhere	NS		
2			Clarity and content of Invitation to Tender fails to ensure the evaluation methodology is legally compliant	Procurement outcome is challenged	NS	<ul style="list-style-type: none"> Rigorous checking of procurement method and subsequent sign-off by ESPO management team Confirmation that Procurement Regulations specify price on energy or fuel frameworks do not have to be determined at the time the framework is established 		NS	3	4	12	<ul style="list-style-type: none"> Development of Compliance Team at ESPO 	ESPO	01/07/10	On-going		3	4	12	01/10/13
3			Delay in completion of the framework agreement	Inability to conduct further competitions to meet customers requirements and possible damaged reputation for ESPO	NS	<ul style="list-style-type: none"> Early development of Procurement Timetable Adequate resources identified 		NS	3	4	12	<ul style="list-style-type: none"> Appointment of a Pro5 project team 	NS	01/05/10	01/10/11		2	4	8	01/10/13
4			Frameworks and contracts already in place dilute the impact and take up of the framework	Limited take-up by customers and confusion in the market	NS	<ul style="list-style-type: none"> Other similar frameworks identified OJEU notice does not target central govt to avoid confusion 		NS	1	2	2	n/a	NS	01/07/10	30/09/13		1	2	2	01/10/13
5	Tender process		Failure to notify suppliers that the Invitation to Tender document is available	Limited tender response and/or key suppliers fail to respond to ITT	NS	<ul style="list-style-type: none"> Use of Prior Information Notice (PIN) European Journal (Ojeu) - free of charge http://ted.europa.eu/TED/main/HomePage.d Contracts Finder - free of charge http://www.contractsfinder.businesslink ESPO Website - buyer profile section - free of charge http://www.espo.org/index.asp?CMD=CTR Contrax Weekly - subject to fee http://www.contraxonline.com/ 		NS	2	3	6	<ul style="list-style-type: none"> Regular communication with suppliers and promotion of the Invitation to Tender Target suppliers who are not part of the existing framework 	NS	01/07/10	01/06/11		1	3	3	01/10/13
6			Content of the Invitation to Tender is not clear to suppliers	Limited tender response and/or key suppliers fail to respond to ITT	NS	<ul style="list-style-type: none"> Engagement with suppliers to ensure framework is workable Suppliers invited to raise questions with ESPO about the content of the invitation to tender 		NS	2	2	4	<ul style="list-style-type: none"> Regular communication and promotion of the Invitation to Tender 	NS	01/07/10	01/06/11		1	2	2	01/10/13
7	Framework Award		Procurement outcome challenged by an unsuccessful supplier	Risk of delay in award of the framework and also risk of financial loss	NS	<ul style="list-style-type: none"> Use of robust evaluation criteria to ensure objective evaluation of tender submissions 10 day standstill period 		NS	3	4	12	<ul style="list-style-type: none"> Evaluation shared with Pro5 prior to award for feedback Offer of de-brief to suppliers 	NS	01/07/10	01/10/11		3	4	12	01/10/13
8			Bidders submit non-compliant bids and misinterpret the criteria required	Number of suppliers on Framework and available to participate in Further Competitions is reduced	NS	<ul style="list-style-type: none"> Open procedure ensures all bidders that wish to participate can 		NS	2	2	4	n/a	NS	01/07/10	01/10/11		2	2	4	01/10/13
9	Further Competitions		Outcome of a further competition run by ESPO is challenged by an unsuccessful supplier	Risk of delay in commencement of supply contracts and risk of financial exposure	NS	<ul style="list-style-type: none"> Clear evaluation criteria established to ensure objective submissions of tender submissions 		NS	3	4	12	<ul style="list-style-type: none"> Likely criteria to be included at the further competition stage provided in framework Invitation to Tender Price scoring mechanism established at the the framework stage 	NS	01/06/11	30/09/13		2	4	8	01/10/13
10			Outcome of further competition run by another member of Pro5 is challenged by an unsuccessful supplier	Risk of financial exposure	NS	<ul style="list-style-type: none"> Agreement with Pro5 that the risks sit with the organisation running the further competition 		NS	3	1	3	<ul style="list-style-type: none"> Better communication between Pro5 on how further competitions are run 	NS	01/06/11	30/09/13		3	1	3	01/10/13
11	Post Award / On-going contract management		Loss of key personnel impacts on the operation of the framework	Procurement Timetable is not met and there are no contracts in place for customers to use	NS	<ul style="list-style-type: none"> Appointment of project team made up of 3 ESPO personnel 		NS	2	4	8	n/a	NS	01/06/11	30/09/13		2	4	8	01/10/13

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12			Customers elect to leave the framework due to poor service and/or un-competitive pricing	Loss of revenue for ESPO and possible damaged reputation	NS	• Use of regular supplier meetings as part of ongoing contract management		NS	2	2	4	• Service Level Agreements with suppliers • Customer surveys	NS	01/10/11	30/09/13		1	2	2	01/10/13