

Appendix 1 - Risk Register

Bus shelter infrastructure contract

As at: 23/06/23

Ref	Title	Risk Description	Opp / Threat	Cause	Consequence	Risk Treatment	Date Raised	Owner	Gross		Current			Target		Comments	Control / Mitigation Description	Date Due	Action Status	% Progress	Action Owner
									P	I	P	I	Score	P	I						
	Lack of interest from the market	Lack of interest from suppliers in bidding for the tender	Threat	Not interested in bidding for the contract; doesn't fit with existing portfolio, lack of resources, unsuitable contract terms	Unable to appoint new supplier to manage contract	Reduce	01/03/23	ES	5	2	3	2	6	2	2	The council don't have the resources/expertise to run the contract directly and ODS don't wish to take this on. New contract could be offered with existing provider.	PIN notice and market engagement event demonstrated market interest and 5 suppliers are engaged in the process. This is a relatively high number for the size of the market.	30/11/23	Ongoing	70%	ES
	No tenders	No infrastructure operator bids for the new contract	Threat	Lack of interested suppliers	Further contract extension on current terms and seek feedback to the re-tender	Reduce	30/04/23	ES	3	4	2	2	4	1	2	The current supplier has delivered the contract terms for 15 years (and the original terms since 1987). They have the experience to deliver the contract and have provided a good service. There is no evidence to suggest they couldn't build on their offer to bring the provision more in line with our new requirements	We have done some soft market testing and we have evidence that suggests the current supplier will bid again so as minimum we will have 1 tender but also have had interest from other suppliers through that process	30/11/23	Ongoing	70%	ES
	No income share secured in new contract	Income share suggested during market engagement not achieved	Threat	Cost to deliver the contract higher than anticipated	No additional income is secured for the council but no additional cost.	Reduce	30/04/23	ES	3	2	2	2	4	2	2	Once all costs are accounted for, the profit share suppliers are able to provide may be lower	We did soft market testing. Market is experienced and understands the cost implications involved and the value of the advertising generated and have indicated there is an opportunity.	30/11/23	Ongoing	30%	ES
155	Planning permission requirements	Planning permission/conservation requirements mean it is not possible to increase digital advertising offer	Threat	Permissions	Suppliers have expressed interest in increasing digital advertising offering as this means increased revenue and therefore profit share so this could affect the income levels the council receives.	Reduce	30/04/23	ES	3	2	3	2	6	2	2	Planning are engaged and will guide what is included in the tender. It will be made clear that suppliers are responsible for seeking any necessary permissions prior to installing any new advertising etc. - this was made clear during market engagement.	Early engagement with planning/conservation colleagues. Pre-app advice will be sought prior to contract award. In assessing the proposals planning will be engaged to minimise risk.	30/11/23	Ongoing	30%	ES
	Delays in tendering/contracting	Delays in the process mean the new contract is not in place by 30th November 2023	Threat	Delays in launching the tender, delays in contracting as a result of concern over contract clauses	Further extension of existing contract, potential loss of revenue	Reduce	30/04/23	ES	3	2	3	2	6	2	2	Minimum tendering period is 6 weeks. Tender will be launched following Cabinet approval. Draft contract will be included in the tender pack.	Tender documents drafted ahead of Cabinet and Procurement engaged so we can launch tender following July Cabinet. Contract published with tender pack.	12/07/23	Ongoing	50%	ES
	Disruption to service users	Delay in transition from old to new provider results in periods of time where bus stops are without a shelter/disruption to footpath caused by shelter replacement	Threat	Inadequate transition plan in place between old and new provider	Stops are without shelters/seating for a period of time	Reduce	30/04/23	ES	3	3	3	2	6	2	2	Council will be conduit between old and new supplier and ensure that no shelter is removed without an agreed plan in place for its replacement within a short time period. Though the tender process we will ask how the providers will work with the existing provider to adhere to sustainability standards/zero carbon agenda to come to an arrangement that limits unnecessary shelter replacement	Thorough transition plan in place and agreed by all relevant parties. We are also seeking evidence of experience in managing a change of supplier in the tender documents	30/11/23	Ongoing	40%	ES
	Shelters not supplied on time	New provider fails to provide shelters in timely manner	Threat	Contracting delays, supply issues, transition arrangements not in place between old and new supplier	Stops are without shelters/seating for a period of time	Reduce	30/04/23	ES	3	3	3	2	6	1	2	The provision of bus shelters will be included as a KPI and Service level and a service failure credit will be applied should they fail to deliver on time.	Thorough transition plan in place and agreed by all relevant parties. We are also seeking evidence of experience in managing a change of supplier in the tender documents.	30/11/23	Ongoing	70%	ES
	No new innovation	Lack of innovation demonstrated in tender	Threat	Supplier fails to deliver any innovation	Bus shelter offer doesn't align to environmental needs and technological developments over time	Reduce	30/04/23	ES	3	3	2	2	4	1	1		Test innovation at tender stage	01/09/23	Ongoing	70%	ES
	Public perception	Public confusion about the need to replace bus shelters	Threat	Ineffective Comms explaining the contract situation	Increased calls to the council/complaints	Reduce	30/04/23	ES	4	3	3	2	6	2	2	Other local authorities who have gone through this type of contract change have experienced some negative press	Public to be made aware of changes in advance. Aim is to limit unnecessary shelter replacement.	01/09/23	Ongoing	30%	ES

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