Risk Register

2024/25 Capital Programmes (HRA + GF) Delegations

As at: June '24

21

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						
1	Control / Influence on Service	Reduced control of the service due to being outsourced	Threat	External provider not properly engaging with members and stakeholders		Reduce		Mark Gibbons	4	3	3	2	6	2	1		Ensure that there is a robust contract in place, regular monitoring and that members are involved with local decision making				Mark Gibbons
2	Deterioration of Service	Deterioration of the standard delivered (customer service and Maintenace) over the period of the contract.	Threat	Provider focuses elsewhere. Turbulence in the external environment.	Reduced level of service for local people and reduced participation	Reduce		Mark Gibbons	4	4	4	3	12	2	2		Ensure that there is a robust contract in place, regular monitoring take places and a strong client team.				Mark Gibbons
3	Financial	The external provider is unable to achieve their business forecasts and asks for a change in contractual arrangements	Threat	External factors such as pandemics, utility pricing or a bid that was unrealistic.	Financial impact to OCC and or service reduction to cut costs that impact service quality.	Reduce		Mark Gibbons	4	4	4	4	16	2	2		Scoring of bids includes an element on how deliverable is the business plan. Ensure robust contract in place and strong, well skilled client team.				Mark Gibbons
4	Mobilisation	During the handover from existing to new supplier there could be complications or delays which could impact facility operations	Threat	Complications around contract or handover	Delay to opening and/or additional cost to OCC	Reduce		Mark Gibbons	4	3	4	3	12	1	1		Ensure robust contract in place and that new providers mobilisation plan is deliverable. Internal transition plan and risk register.				Mark Gibbons
5	Not awarding	Cabinet / Council disagree with the recommendations in the report	Threat	Councillors unable to accept the recommendations	We would need either retender the service or bring it in house at short notice. Both would lead to facility closures until they can be sorted.	Reduce		Mark Gibbons	3	5	3	5	15	2	3		Ensure that a robust tender process takes place alongside an internal comparator to ensure that the recommendation provides excellent value to the Council. Keeping Councillors informed through briefings. Explore extension with current contractor.				Mark Gibbons
6	Challenge	Risk of legal challenge from unsuccessful bidders on the process	Threat	If bidders feel the process has not been fair and legal	Legal action leading to cost, delays and service disruption.	Reduce		Mark Gibbons	2	4	2	4	8	1	4		Ensure procurement process is robust and in line with law and best practice. Regular and timely communication with bidders.				Mark Gibbons
7	Contract management	Robust contract management not being in place at the start of the contract	Threat	Lack of resource and prioritisation	Contractor not adhering to contractual obligations. Productive relationship not forming with the new operator.	Reduce		Mark Gibbons	2	4	2	4	8	1	2		Ensure that adequate time and focus is given to ensuring contractual obligations are fulfilled. Ensure contract is robust including Pamesh.				Mark Gibbons
8	Negotiations	Preferred bidder tries to negotiate a different contract and management fee to the one they have submitted as their best and final offer.	Threat	Industry practice.	Financial impact on assumed management fee income	Reduce		Mark Gibbons	2	4	2	4	8	2	2		Ensure that draft contract and service spec are robust and that we are clear on the process for negotiating with preferred bidder.				Mark Gibbons
9	Partnership	Effective partnership not formed with the new suppliers	Threat	Ineffective governance	Contract does not deliver its target outcomes	Reduce		Mark Gibbons	1	3	1	4	4	1	2		Well-designed governance				Mark Gibbons

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