

Risk Register

Water Supply and Wastewater Contract

20.04.2026

Ref	Description	Consequence	Name of Risk Owner	Gross			Current			Target			Control/Mitigation Description	Control Date Due	Progress on Control/Mitigation	Action Owner
				P	I	Score	P	I	Score	P	I	Score				
1	Potential cost savings overstated if alternative supplier is selected	Minimal or no savings acheieved, e.g., business case is misleading	Alice Jones	2	4	8	2	4	8	1	4	4	Use of LASER compliant framework; evidence of market-tested, fixed pricing; confirmation of limited market competition; documentation of cost avoidance	September, 2026	Awaiting approval	Environmental Sustainability
2	Additional unbugeted cost from supplier change	Estimated £25k + from short-term staffing leading to pressure on revenue budgets	Alice Jones	3	3	9	3	3	9	2	3	6	Retain incumbent supplier; avoid change and meter read exercise altogether	September, 2026	Awaiting approval	Finance
3	Overcharging due to estimated billing	Financial loss, disputes and officer time	Alice Jones	4	3	12	4	3	12	3	3	9	Direct Award to incumbent ensures validated data and accurate billing	September, 2026	Awaiting approval	Environmental Sustainability
4	Disruption to essential water and wastewater services	Service disruption to Council buildings	Alice Jones	3	4	12	3	4	12	2	4	8	Timely Direct Award via framework; incumbent supplier continuity	September, 2026	Awaiting approval	Environmental Sustainability
5	Insufficient internal capacity to support competitive procurement	Staff pressure, reduced performance elsewhere	Alice Jones	2	5	10	2	5	10	1	5	5	Direct Award avoids tender preparation, evaluation and mobilisation workload	September, 2026	Awaiting approval	Environmental Sustainability
6	Poor service performance from supplier	Operational inefficiency, compliants	Alice Jones	4	3	12	4	3	12	3	3	9	Supplier independently ranked highest for service on LASER framework; known performance history	September, 2026	Awaiting approval	Environmental Sustainability
7	Procurement non-compliance	Legal challenge, reputational damage	Alice Jones	2	3	6	2	3	6	2	3	6	Use of legally compliant LASER framework; Direct Award permitted under framework terms	September, 2026	Awaiting approval	Procurement
8	Exposure to deemed rates	Uncontrolled costs	Alice Jones	1	5	5	1	5	5	1	5	5	Direct Award ensures timely award well in advance of contract end	September, 2026	Awaiting approval	Finance
9	Contractural inflexibility post LGR	Contraint on successor authority	Alice Jones	2	4	8	2	4	8	1	4	4	Short 2+1+1 contract term with break points	September, 2026	Awaiting approval	Finance / Law
10	Operational disruption during LGR transition	Errors in billing	Alice Jones	2	3	6	2	3	6	1	3	3	Maintain incumbent supplier through transition period	September, 2026	Awaiting approval	Environmental Sustainability
11	Perception of reduced competition or transparency	Political or public criticism	Alice Jones	3	4	12	3	4	12	2	4	8	Clear narrative explaining constrained market, benchmarking and compliance	September, 2026	Awaiting approval	Procurement
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