

CHB CP City Procurement Detailed risk register EXCLUDING completed actions

Report Author: Lisa Moore

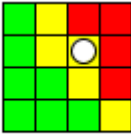
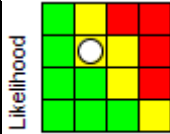

Generated on: 19 August 2020



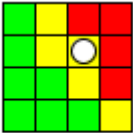
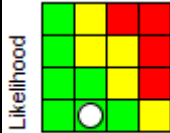

Rows are sorted by Risk Score

Risk no, title, creation date, owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
CHB CP012 City Procurement Budget Pressure 2020/21 22-Apr-2020 Christopher Bell	Cause: COVID-19 pandemic and required response to stop the spread of the disease. Event: The response required for the COVID-19 situation has disrupted normal working practices for City Procurement and the Corporation's supply chain. Effect: Inability to generate income/savings in line with our Fundamental Review submissions.	 Likelihood Impact	16	Projecting £118,000 overspend as of the end of period 4. This is reduced from our projected overspend of £183,000 at the end period 3. Mitigation includes a hold on vacancies, ending two temporary contacts, and a royalty payment. 12 Aug 2020	 Likelihood Impact	8	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB CP012c	Commercial Director to review potential opportunities to reduce budget expenditure in the second half of the year.	Commercial Director to review potential opportunities to reduce budget expenditure in the second half of the year.	Christopher Bell	12-Aug-2020	30-Oct-2020

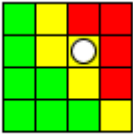
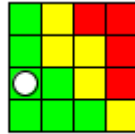

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CHB CP004 City accelerate delays and impact on income levels 11-Dec-2018 Andrew Lenihan	Cause: City Accelerate uptake has not been as projected Event: 'Go Live' was delayed and there has been limited uptake by suppliers to the offering Effect: Not realising the projected income level opportunities	 Likelihood Impact	12	Our commercial partner has not been proactive in providing the spend data and plans to engage more of our tier one contractors. The Commercial Contract Management Team is drafting a report for SMT to review the outputs of this contract. First draft was circulated to SMT in June and additional information has been requested for September 2020. 13 Aug 2020	 Likelihood Impact	6	01-Sep-2020	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB CP004b	City Procurement management team will conduct review of supplier spend strategy and come up with an action plan.	A dedicated Service Manager was assigned to the City Corporation account by our commercial partner. Their objective is to help speed up and co-ordinate the different strands of work between the commercial partner and the Commercial Contract Management team. For example, identifying recent spend with contractors to review whether City Corporation should regard them as SMEs. We have not received the results of any spend analysis or recommendations for on boarding more of our tier one contractors.	Andrew Lenihan	13-Aug-2020	01-Oct-2020
CHB CP004f	Commercial Contract Manager assigned to this contract to review potential savings forecasted for this year versus the charge of early termination of the contract. Report deadline for SMT is end of May.	A report with information on contract options was circulated to SMT. Additional information has been requested by SMT for a final review and will be provided by the Commercial Contract Management in September 2020.	Darran Reid	13-Aug-2020	30-Oct-2020

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CHB CP011 City Procurement Resource Pressure 2020/21	<p>Cause: Reduction in City Procurement resource due to year-on-year savings requirement and the existing moratorium on filling vacancies.</p> <p>Event: The response required for the COVID-19 pandemic and other large unplanned procurements e.g. Action Fraud re-tender and Guildhall Master Plan.</p> <p>Effect: City Procurement does not have the resource capacity to respond to emerging/unplanned projects and/or is unable to deliver core objectives to the standard that is expected.</p>	 <p>Likelihood</p> <p>Impact</p>	12	<p>The reduction in resources has left limited capacity within City Procurement to respond to emerging projects without impacting service KPIs. This has been highlighted during the recent response to the COVID-19 pandemic. There are other emerging priorities to the business which will require additional resource that City Procurement does not have. If this risk is not managed there is an increased likelihood that KPIs for the core services such as savings and payment targets will suffer.</p> <p>Immediate measures after the initial lockdown were deployed to handle this risk in the short-term including overtime, redeployment of staff, and de-prioritisation of work. Those measures were successful and medium to long term planning is now taking place especially in the Sourcing and Contact Management teams.</p> <p>City Procurement's SMT continue to hold regular meetings to review the situation and react as required.</p> <p>Unplanned activities will be reviewed on an individual basis to see if funding is required and available for additional resource. An example of this in practice is Action Fraud. City Procurement has secured a secondment from Northants Constabulary to procure the next</p>	 <p>Likelihood</p> <p>Impact</p>	2	31-Mar-2021	

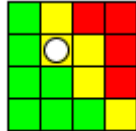
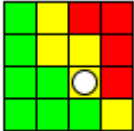

22-Apr-2020 Christopher Bell				generation of Action Fraud. 12 Aug 2020				Constant
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CHB CP011b	A prioritisation plan for times when the influx of work is greater than capacity.	Revised category strategies are being drafted in August and will be presented to category boards in September including recommended priorities for the remainder of this financial year.	Christopher Bell	12-Aug-2020	01-Oct-2020
CHB CP011c	Review of larger unplanned projects such as Guildhall Master Plan and Action Fraud to determine if additional resource is required.	Action Fraud has been reviewed and an additional resource is joining us on secondment from Northants Constabulary 12 August. Guildhall Master plan to be reviewed, as is any new unplanned project on a case-by-case basis to see if funding can be secured for additional resource.	Nicholas Richmond-Smith	12-Aug-2020	01-Oct-2020
CHB CP011e	City Procurement SMT are currently reviewing the governance and operational set up of the Category Management and Commercial Contract Management teams. This is to fit with the objectives of the new City Procurement strategy and the impending Target Operation Model.	City Procurement SMT are currently reviewing the governance and operational set up of the Category Management and Commercial Contract Management teams. This is to fit with the objectives of the new City Procurement strategy and the impending Target Operating Model.	Christopher Bell	12-Aug-2020	30-Oct-2020

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CHB CP013 Failure to Reach Savings Target 12-May-2020 Nicholas Richmond-Smith	Cause: Indirect impact of COVID-19; planned procurements for FY2020/21 being delayed and competition in the market. Event: The response required for the COVID-19 pandemic has disrupted normal working practices for Corporation Services, delaying procurements. In addition, supply markets may change due to loss of companies. The savings that would have been delivered by these procurements may be missed. Effect: City Procurement does reach savings target set for FY2020/21.	 Likelihood Impact	12	The Category Management teams are reviewing the Sourcing Plan and the category strategies. The savings target will be brought back to committee for review after the summer break and after it has been brought in line with the redrafted category strategies as a response to the CV 19 situation. 12 Aug 2020	 Likelihood Impact	2	31-Mar-2021	 Constant

Action no	Action description	Latest Note	Action owner	Latest Note Date	Due Date
CHB CP013b	Assistant Director, Sourcing and Category Managers along with Senior Category Managers to review delayed projects and markets effected by Covid-19 reporting back to relevant Category Boards.	The category management teams have been reviewing impacts of CV-19 on the category strategies. The updated strategies and savings target will go to category boards and committee after the summer break.	Nicholas Richmond-Smith	12-Aug-2020	30-Oct-2020

	Team to explore options for a report and/or controls which might assist with this issue.	requisitioner level. This project is expected to be issued during October to the Oracle Team for development. A target implementation date will be confirmed following the scheduling of the development work by Oracle Team.			
CHB CP009b	City Procurement SMT to review process and procedures for maintaining a Corporate Contracts Register.	The initial CCM portfolio categorisation review has completed and discussed at SMT. Further to this initial exercise, the SMT agreed that “Contract Management Complexity” for each contract should also be assigned a weighting, which will factor into the final CCM Contract Tier evaluation which assigns A/B/C rating. This exercise has been assigned to Commercial Contracts Managers for completion by end September.	Darran Reid	13-Aug-2020	01-Oct-2020
CHB CP009c	Commercial Contract Management to assure appropriate change controls and spend for contracts is being tracked.	This is contingent on the outcome CCM tiering exercise and portfolio setting, so this exercise can begin during Q3.	Darran Reid	13-Aug-2020	30-Oct-2020

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CHB CP001 Brexit risk to City Corporation procurement and supply chains 12-Nov-2018 Christopher Bell	<p>Cause: The UK leaving the EU (Brexit) with no trading deals in place.</p> <p>Event: The result of the Brexit negotiations could have a negative impact on the Corporation's supply chain, both with direct tier 1 suppliers and their sub-contractor network.</p> <p>Effect: Brexit could effect changes to our direct suppliers and their supply chain, impacting negatively on the Corporation. A range of potential impacts are:</p> <ul style="list-style-type: none"> • Regulatory / Legal requirements -existing supply contracts may be impacted by changes in regulation, or legal requirements. • Assurance of Supply - risk that a complete failure in supply of the goods / service (e.g. Carillion) from key suppliers could be felt. • Quality- quality of the goods / service impact due to changes in our Supply Chain. • Service- Service levels be impacted negatively by any changes in the Supply Chain or access to workers, particularly in low skilled categories. • Financial risk -Are any supply changes likely to drive up costs of the Goods / Services/Works in the short/medium/long term. • Sustainability- risk that will change the level of innovation or sustainability of the goods / service/work against expectations? • Workload- Will changes in the Supply Chain cause significant workload to the Procurement/Commercial/Legal teams due to change controls/re-negotiation of terms? 	 <p>Likelihood</p> <p>Impact</p>	6	Commercial Contract Management have drafted a report for Brexit Planning Group on the minimal risk identified as part of supplier survey. No significant risks have been identified. Final approval to send is being sought from the AD Commercial Contract Management and the Commercial Director. 14 Aug 2020	 <p>Likelihood</p> <p>Impact</p>	8	31-Dec-2020	 Constant

Action no	Action description	Latest Note	Action	Latest Note	Due Date
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			owner	Date	
CHB CP001e		Commercial Contract Management have drafted a report for Brexit Planning Group on the minimal risk identified as part of supplier survey. No significant risks have been identified. Final approval to send is being sought from the AD Commercial Contract Management and the Commercial Director.	Christopher Bell	14-Aug-2020	31-Dec-2020

