

Name of Area / Activity / Contract:

Risk Register Lead:

Date of Review:

IMPACT	Very High (4)	4	8	12	16
	High (3)	3	6	9	12
	Medium (2)	2	4	6	8
	Low (1)	1	2	3	4
		Unlikely (1)	Possible (2)	Likely (3)	Very Likely (4)
		LIKELIHOOD			

Ref	Risk Description	Cause	Effect	Risk Owner	GROSS risk		Risk Level	Existing Actions (in place or completed)	NET risk		Risk Level	Further Risk Actions		
					Likelihood	Impact			Likelihood	Impact		Description	Action Owner	Target Date
1	Variation orders are not used or monitored appropriately.	<ul style="list-style-type: none"> Variations to the contract are not documented and/or authorised. Items paid for in interim payments are paid again in the final payment. 	<ul style="list-style-type: none"> Increased costs to the Authority, contract value is exceeded. Contractor misunderstands variation order and completes incorrect/unnecessary work. Variation order is deliberately changed so as to avoid completing work or completing additional work. 				0				0			
2	Delays in completion of the contract.	<ul style="list-style-type: none"> Contract is not monitored or managed by WCC. Completion of the contract is behind schedule due to the poor planning of the contractor. Contractor falsely claims delays for environmental effects, e.g. bad weather, snow etc. Issues with subcontracted work. Subcontractor goes into liquidation. 	<ul style="list-style-type: none"> Impact on service delivery or provision of products/goods. Unwarranted extensions are awarded, outside the terms of the contract. 				0				0			

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3	Avoidable costs incurred by WCC.	<ul style="list-style-type: none"> Interim payment not made on time or is incorrect - allowances not made for contingencies, previous payments on account not deducted etc. Inflated interim payments could be collusion of contractor and WCC staff. Calculations relating to interim payments are not supported/substantiated. Fraudulent dayworks/material reimbursement claims are made for work not done. Deductions made, from the payments to contractors, for liquidated damages are not sufficient/inaccurate. WCC fails to submit a claim for losses to the liquidator, or submits them too late. Payments made to a liquidated contractor in respect of one contract whilst money is still owed to WCC by another contractor. 	<ul style="list-style-type: none"> Penalty payments due to contractor. Charges made for labour / materials not used or used in smaller quantities. 				0				0			
4	Quality standards are not met.	<ul style="list-style-type: none"> Poor quality materials are used by the contractor. Contractor specifications/conditions are not met. Materials are damaged or stolen. Governance arrangements not in place to monitor performance. 	<ul style="list-style-type: none"> End product not fit for purpose. 				0				0			

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5	Lack of a monitoring function / process	<ul style="list-style-type: none"> • Meaningful monitoring function/procedures not established. • Lack of governance and accountability arrangements. • Monitoring officer' roles and responsibilities not defined. • Monitoring officer does not have required skills / unaware of contract terms. • Regular meetings on performance and reviewing of agreed plan of work. 	<ul style="list-style-type: none"> • Areas to be monitored are not defined (quality and financial) • Performance indicators have not been agreed. • Data collection processes to monitor performance indicators are not established. • Financial monitoring (including payments) are not monitored - over/under payments or potential fraud not detected. • Escalation process (where issues not resolved) are not defined/agreed. • Future contract needs are not identified or fed into future procurement exercises. 				0				0			
6	Poor performance of subcontractors	<ul style="list-style-type: none"> • No formal agreements in place between contractors and subcontractors. • Lack of regular performance monitoring. • Escalation process (where issues not resolved) are not defined/agreed 	<ul style="list-style-type: none"> • Customer complaints / negative publicity. • Potential breach in regulations. • Legal challenge. • Delays in service. 				0				0			
7	Individuals killed on site - by plant, falling off scaffolding etc.	<ul style="list-style-type: none"> • Contractor uses uninsured plant bought onto the site, not owned by them. • Health and safety regulations are breached. • Poor subcontractor management. 	<ul style="list-style-type: none"> • Large legal/ insurance costs. • Fines imposed. • Damage to reputation. 				0				0			

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8	Necessary checks are not carried out to ensure standards/legislation are continuing to be met .	<ul style="list-style-type: none"> Contractors/providers not aware of their legal obligations. Timescale of the checking process. Poor/lack of monitoring of e.g. health and safety issues, insurance cover etc. 	<ul style="list-style-type: none"> Customers/staff are put at risk. Negative publicity. Potential legal challenge. 				0				0			
9	Material/goods late, not received, poor quality, damaged &/stolen	<ul style="list-style-type: none"> Lack of performance monitoring. Poor security. No/poor stockholding by contractor. No communication with supply chain (contractor or WCC). Stock is difficult to source as it is non standard. High risk areas not identified. 	<ul style="list-style-type: none"> Delays Poor service Customer dissatisfaction Health and Safety issues 				0				0			
10	Environmental pollution.	<ul style="list-style-type: none"> Contractor pollutes the water courses, the atmosphere etc. 	<ul style="list-style-type: none"> Legal fees, and time imposed to defend the Authority's position. Damage to reputation. Claims from those affected. 				0				0			
11	Disputes with local residents or landowners.	<ul style="list-style-type: none"> Lack of communication/consultation. Poor relationships. Contentious decisions. 	<ul style="list-style-type: none"> Access to the site may be restricted or refused. Delays (or cancellation of) to the project. Increase in costs. 				0				0			
12	Contract not fulfilled.	<ul style="list-style-type: none"> Contractor ceases trading/ goes into liquidation. Financially weak contractors, with a high potential to go into liquidation are not identified. 	<ul style="list-style-type: none"> Service delivery adversely affected. Additional costs incurred due to WCC having to find other ways to fulfil the commitment. Damage to reputation. 				0				0			

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13	Challenge from unsuccessful contractors.	<ul style="list-style-type: none"> WCC materially change the requirements of the contract (from those described in the tender) without going back out to competition. E.g. anything other than price changed. 	<ul style="list-style-type: none"> Compensation payments to suppliers challenging our actions. Incur another expensive tender process before one is due. Fines. 				0				0			
14	Users do not want/use the contracted services	<ul style="list-style-type: none"> Poor communication / marketing. Poor quality product / service. Poor consultation with customers to identify their needs. Poor monitoring of contract performance, usage and/or demand. 	<ul style="list-style-type: none"> Contract work significantly less than the contractor is expecting. Legal challenge. Negative publicity. Negative effect on remaining users/customers. Unable to determine needs/requirements for future contracts. 				0				0			
15	Loss or corruption of intellectual property	<ul style="list-style-type: none"> No procedures in place to safeguard intellectual property. Contractor pulls out of contract/goes bankrupt and there are no formal agreements in place regarding ownership of intellectual property. 	<ul style="list-style-type: none"> Sensitive / confidential information is lost or deliberately stolen. Vulnerable people are put at risk. Financial penalties/ legal challenge. 				0				0			
16							0				0			
17							0				0			