

# **ONESOURCE RISK REGISTER - January 2018**

RISK ASSESSMENT COMPLETED BY:

oneSource Management Team

			OneSource Corporate							
Risk No.	Details of Risk	Negative Consequences	Uncontrolled Assessment of Risk			Owner	Mitigating Actions / Controls over Next 12 Months	Controlled Assessment of Risk		
			Assume No New Controls Put in Place					Assume Controls Put Place		
			Impact	Likelihood	Risk Rating			Impact	Likelihood	Risk Rating
1	Performance dips during a period of change	Traded service reviews and concerns regarding the longer term direction of oneSource leads to disruption within teams, reduction in staff morale and a subsequent drop in performance.  The cultural shift required is not achieved	3	3	9	Caroline Nugent	Service review schedule and ToR/scope of process to be published  Focus on engaging with staff about the oneSource journey - regular communication update; senior managers attendance at team meetings; ONCE group etc	3	2	6
2	Financial failure	One or more of the oneSource businesses fail, leading to an overspend.	4	3	12	Paul Thorogood	Processes, such as activity based costing, implemented to ensure new businesses are fit to trade and full cost recovery is in place.  Effective budget monitoring processes established and reported on.  Cost pressures are identified early enough to allow for successful mitigation and in year cost reduction.  Long term pressures identified with the Councils to ensure they are funded.  Commissioning priorities for the Councils are agreed with customers to ensure business as usual activities that are clear and in the base funding and those items which attract additional funding.	3	2	6
3	Corporate non-compliance with new oneSource processes and models	Customers do not engage with new processes, eg. self service. As a result, the service delivered by oneSource is perceived by customers to not be adequate.	3	3	9	Jane West	SLAs are reviewed, consulted on and restated to match resources available.  Culture change programme put in place to assist managers to take on the required degree of responsibility and accountability.  Services and systems improved and training in place for self-service.  Increased focus on customer requirements and support, including staff development in this area.  Service delivery models agreed with customer who need to champion the models of the services they have commissioned.	2	3	6

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4	Operational Service failure	Major operational failure - eg. ICT failure; power outage - leads to disruption to the service provided by oneSource	3	3	9	Priya Javeri	Departmental risk management processes reinforced and risks to continuation of service escalated if necessary  Lessons learnt and publicised from previous events  Services held to account for failures - consequences to poor performance.	2	2	4
5	Failure to win over existing customers impacting on future growth potential.	Customers are not advocates for oneSource and championing the oneSource model within and outside of the customer base. As a result, oneSource fails to grow and attract new customers.  Market isn't available or is saturated. oneSource doesn't recognise and fails to participate in the growth and devolution agendas. Opportunities to take on new business are missed.	3	4	12	Sandy Hamburger	Increased focus on customer requirements and support, including staff development in this area and increased communications.  SLA review per above.  Undertake new projects in conjunction with customers to build trust.  Monitor customer satisfaction closely and act on findings.  Be visible and build a reputation as a 'thought leader' in public services.  Seek out potential opportunities to grow the business et. When senior people exit from other organisations	3	3	9
6	Skills gaps limit performance improvements.	Managers are not commercial enough to drive productivity and maximise returns. Difficulties recruiting and retaining suitably skilled staff.	4	4	16	Caroline Nugent	Improve recruitment processes.  Demonstrate our wish to be an employer of choice.  oneSource people strategy and development plan in place.  Grow our own via apprenticeships, trainee schemes, staff development programmes etc  Improve all staffs' customer focus.  Commercial development programme.	4	3	12
7	There is a disconnect between client expectations and the level of service purchased.	Customers not clear about their own plans and therefore customer priorities are not planned or are inadequately thought through causing unnecessary/inappropriate activity from oneSource. Customers commission what they think they need rather than what is best for them.	4	3	12	Jane West	Assist customers in improving their clienting skills.  Be pro-active in recommending better ways for customers to engage with oneSource. Encourage customers to consider innovative improvement projects.  Improve all staffs' customer focus.  Commercial development programme	3	3	9
8	Reduced customer satisfaction leads to loss of engagement and, potentially, loss of a partner member	Local authority small businesses eg through CSSB in Newham or new businesses in Havering choose to go elsewhere. Poor customer satisfaction at Bexley leads to their withdrawal from the partnership.	4	3	12	Jane West	Improve service performance and customer focus as described above.  Look for growth opportunities both with existing customers and new customers. Look to diversify services and customers.  Define an offer for schools and put in better client relationship management, including with NPW in Newham.  Review the small business offer and put in a client relationship model that meets their requirements.  Direct engagement with Bexley senior management to understand perception issues	3	3	9

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9	Ability of oneSource to deliver cultural and behavioural change. (Risk identified as part of Transition to Trading review)	There is an inconsistency across oneSource and only a percentage of trading readiness, which may make an overall commercial offer unviable. The transition to trading process should not bring the pace of change down to the slowest area, instead allowing pockets of trading readiness to progress at pace.	4	3	12	Jane West	Workforce development strategy developed  Managers Engagement Group established - Need to achieve more penetration with staff engagement. Risk that the Engagement Group tends to comprise those individuals who are already more positively aligned. Challenge is how to positively engage and align those who are not.  Desired culture articulated - T&Cs issues may impair sense of a single culture and identity. Will the company have a demonstrably different culture to oneSource shared service - need to avoid this.  Develop/review - trading vision, values, behaviours and competencies	4	2	8
10	Commercial readiness of services (risk identified as part of Transition to Trading review)	oneSource service lines are at varying levels of trading readiness. The transition to trading process should not bring the pace of change down to the slowest area, instead allowing pockets of trading readiness to progress at pace.	3	3	9	Paul Thorogood	Service review schedule and ToR/scope of process to be published  New systems and processes being put in place to capture timesheet records and activity levels to feed into activity based costing  Service reviews to look at all options for the service to allow 'best fit' to be identified  Service reviews to identify service improvements to make the service more commercial and competitive	3	3	9
11	Political change may affect support for oneSource	Member/leader changes may lead to positive/negative support for oneSource model	4	2	8	Jane West	Member induction - service plans; summary of key achievements to be produced and presented  Savings opportunities summarised in high level document, to be presented to incoming leadership -eg. Parking opportunities; vacant properties etc.  Define an offer for schools and put in better client relationship management, including with NPW in Newham.  Define an offer for small businesses and put in a client relationship model that meets their requirements.	3	2	6
12	Change of leadership at oneSource	Changes with the oneSource Management Team leads to change in direction of oneSource services	3	2	6	Jane West	Service plans to be agreed and presented to new oneSource Management Team colleagues upon starting	2	2	4