STAR
P R O C U R E M E N T

Report to: STAR Joint Committee
Date: 19th June 2019
Report for: Information
Report from: Director of STAR Procurement

Report Title

STAR Procurement Strategic Risk Register

Summary

The purpose of this report is to: • Share the newly developed STAR Risk Register.

Recommendations

The recommendation of this report is that the Joint Committee: • Notes the contents of this report

Contact person for access to background papers and further information:

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Background

Financial Impact:	None
Legal Impact:	None
Human Resources Impact:	None
Asset Management Impact:	None
E-Government Impact:	None
Risk Management Impact:	Risk monitoring and mitigation planning
Health and Safety Impact:	None

Consultation

No public consultation required

Reasons for Recommendation(s)

The report is issued for information only.

1. Introduction

1.1 The STAR Risk Register has been developed to reflect the current 'as is' for STAR as we embed our change from three partners to four, plus a Clinical Commissioning Group and also reflects our direction of travel and perceived risks. This replaces the previous Risk Register which was created in 2014.

1.2 This will be reported to Board and Joint Committee by exception.

2. Recommendations

3.1 It is recommended that the Joint Committee:

    3.1.1 Notes the contents of this report.

Report Appendices

1. STAR Procurement Risk Register v2.0

Appendix 1: STAR Procurement Strategic Risk Register v2.0

STAR PROCUREMENT

Corporate Risk Register
Version: 2.0
Issue Date: 19th June 2019

Document Owner: **Business Improvem**

Summary			Risk Description & Impact				Preventative Actions	
ID	Date Raised	Type	Description of risk / impact	Prob (1-4)	Impact (1-4)	Score (P x I)	Mitigating actions / Countermeasures	Risk Owner
014	15 Apr 19	SLAs	Underperformance by SLA providers to STAR (Legal, HR, ICT and Finance services) impacts on STAR's ability to deliver effective services to its Partners and Customers	3	3	9	- Wider Leadership team liaises regularly with client leads from each of the services that support STAR - Resource and quality issues are identified at an early stage and mitigation is implemented - Leadership team is discussing this with the STAR Board	**Nichola Cooke**
019	15 Apr 19	Governance	Changes in Joint Committee & Board membership impact on STAR Procurement service delivery	4	2	8	- Briefings are held with new members to brief them on STAR and their roles and responsibilities - Leadership Team to continually review and assess the impact of the instability of governance arrangements for STAR – reporting to the STAR Board	**Lorraine Cox**
001	15 Apr 19	Finance	Increases in fixed costs and reductions in income from Partners and Customers impacts on STAR budget and future sustainability	2	3	6	- Regular budget monitoring; including cost forecasting - Income target reviewed annually - STAR is implementing a charging policy to ensure full cost recovery - Procurement Business Partners are developing links with new Clients to secure new income	**Nichola Cooke**

004	15 Apr 19	Staff	Growth in Partners and Customers leads to fragmentation of STAR and loss of identity as staff work across an increasing number of bases	2	3	6	- Weekly staff bulletins - Regular whole-team meetings - Category team meetings and 1-2-1s - Wider Leadership and Leadership meetings - Policy documents (e.g. Responsible Procurement Strategy, Business Plan, Delivery Plan and QMS create a STAR identity - Annual staff survey undertaken	**Lorraine Cox**
008	15 Apr 19	Service Quality	Volume of procurement activity impacts on quality of service delivered	2	3	6	- HoSPs work with Category Managers and Procurement Officers to identify capacity issues - The BI Team issues monthly work plan reports to the category teams to enable them to profile their activity	**Elizabeth McKenna**
010	15 Apr 19	Service Quality	Partners' outsourcing of services to private companies reduces STAR's ability to strategically influence procurement activity in those areas	2	3	6	- STAR continues to analyse volume and type of activity to identify any new opportunities and/or risks - Wider Leadership Team are developing strategic relationships with key Clients	**Elizabeth McKenna**
018	15 Apr 19	PR	Failure of STAR to identify Modern Slavery in its Partners' supply chains	2	3	6	- STAR has produced guidance for suppliers which is available on the STAR website - Analysis is conducted on a project by project basis for higher risk contracts - STAR has secured the CIPS Corporate Ethics Mark which includes a commitment to regular training for staff - STAR supports its Partners with their annual reporting on Modern Slavery - STAR is developing a methodology to implement a risk-based review for lower risk contracts	**Elizabeth McKenna**

020	15 Apr 19	National Agenda	EU withdrawal ("Brexit") arrangements impact on supplier sourcing of supplies and impacts on STAR Partners' savings objectives	2	3	6	- Category Managers are reviewing key contracts with Clients and suppliers to identify risks - Regular briefings at given at STAR team meetings - STAR attends monthly Brexit planning meetings with Partners and the wider GMCA	**Elizabeth McKenna**
002	15 Apr 19	Growth	Withdrawal of one or more Partners leads to instability and inability to deliver remaining Partners' requirements	1	4	4	- STAR holds cyclical Board and Joint Committee meetings - Leadership Team holds cyclical Board Member 1-2-1s - HoSPs are leading on stakeholder management - STAR will develop a contingency plan and will review the IAA exit strategy if the risk increases	**Lorraine Cox**
011	15 Apr 19	ICT & Data	STAR staff are unable to access the Trafford systems	1	4	4	- STAR colleagues are provided with mobile connectivity which enables Wi-Fi hotspot creation - Remote Access Points are maintained in Rochdale and Stockport offices - A secure Guest Wi-Fi is available to STAR staff in Tameside offices - The BI Team is working with Trafford ICT to facilitate connection to the Trafford server via GovRoam - Business Continuity Plan is in place and reviewed annually	**Nichola Cooke**
016	15 Apr 19	Legal	Receipt of legal challenge to STAR contract award impacts on STAR and its Partners' and Customers' reputation with suppliers	1	4	4	- A structured Quality Management System is in place which provides guidance and templates - Whole-team meetings are used to share best practice and training	**Elizabeth McKenna**

							- 5 STAR KPI targets and annual reporting through PI Insurance renewal to ensure monitoring - Professional and qualified legal support is provided through a Legal SLA with Trafford Council	
005	15 Apr 19	Staff	Lack of succession planning and shortage of suitably qualified procurement staff impacts on ability to deliver services to Partners	1	3	3	- 'Grow Your Own' training and development policy continues to meet succession requirements - Further training and development opportunities are being identified - A process of talent management is being developed from apprenticeship-level and upwards	**Elizabeth McKenna**
006	15 Apr 19	Staff	Failure to deliver March 2020 restructure impacts on staff morale and service delivery	1	3	3	- Leadership team is working with HR to ensure delivery by March 2020 - Regular communication is being maintained with the wider team - Liaison with both STAR Board & Joint Committee will continue (for approvals)	**Lorraine Cox**
007	15 Apr 19	Service Quality	Non-delivery of key work streams in the STAR Business Plan	1	3	3	- This will be regularly reviewed by the Wider Leadership Team	**Lorraine Cox**
012	15 Apr 19	ICT & Data	Unavailability of key third party systems, e.g. The Chest, impact on service delivery and supplier interaction	1	3	3	- STAR ensures that business continuity clauses are embedded into contracts to minimise any downtime of third party systems such as The Chest	**Nichola Cooke**
015	15 Apr 19	KPIs	Failure to meet agreed in-year 5-STAR KPI targets	1	3	3	- Leadership Team regularly reviews KPI reports and metrics to identify any risks which can be addressed through Wider Leadership with the category teams - Quarterly reporting to Board and Joint Committee	**Nichola Cooke**

003	15 Apr 19	Growth	Regional/GM strategies and growth of competition from external agencies impacts on STAR's ability to be sustainable	1	2	2	- Regular horizon-scanning to identify threats and opportunities - Regular liaison with wider GM stakeholders	**Elizabeth McKenna**
009	15 Apr 19	Service Quality	Conflict between Partners' requirements and those of Customers leads to an inability to deliver effectively to both Partners and Customers	1	2	2	- SLAs will be managed by the Wider Leadership Team - HoSPs monitor workload with their teams - A new charging policy will ensure that resources can be made available to service Customer requirements - Leadership team ensures that Customer agreements (SLAs) include realistic requirements - Leadership team evaluates individual Customer SLAs to ensure no impact on core business	**Nichola Cooke**
013	15 Apr 19	ICT & Data	Reliance on spend and other data from Partners with inability to influence data quality impacts on category management	1	2	2	- The BI Team is working with Finance colleagues to design spend datasets to minimise this risk	**Nichola Cooke**
017	15 Apr 19	PR	Poor PR impacts on STAR and its Partners' and Customers' reputations	1	2	2	- Relationship management with all stakeholders - STAR deals with matters promptly to ensure no escalation - STAR social media fields are monitored	**Nichola Cooke**