

Risk

Managing risk during the Olympics

Scott and the team will have a strong network of contracts around them. There are extensive facilities and storage at the Excel that can support us if our delivery network went down for whatever reason. We can also use one of the many sites in Canary Warf should we need further products and/or ingredients.

The most important thing to note during the Olympics is that the resources of the town will be stretched and we will need to plan, back-up and ensure that we have processes and contingency plans in place on a day-by-day basis. This means ensuring that there is enough stock on-site for the following day's business, should deliveries fail.

The below table shows an example risk analysis that we would create, albeit in more detail, during mobilisation to ensure this part of our service was well accounted for.

RISK THAT...	LEADING TO...	LIKELIHOOD (HIGH, MEDIUM OR LOW)	IMPACT (HIGH, MEDIUM OR LOW)	MITIGATING ACTIONS
Market prices for people and fresh produce superinflate	Commercial risk or over pricing in response to client	M	H	Agree risk sharing deal, or agree cut off date for budget fixing in spring 2012
Siemens corporate clients specify product criteria for events with those in shortage; ie English sparkling wine	Additional workload and changes to service or product spec	M	M	Close liaison with Siemens and react accordingly ensuring there is as much notice as possible for product specification changes
Utility and/or equipment failure	Service failure	L	H	Arrange reasoned level of service cover from prior agreed local Compass venue
Abandonment of delivery due to traffic or threat	Commercial risks and customer dissatisfaction	M	H	Agree level of pre ordering and contingency menu and the implications this has on invoice price to customer or client
Insufficient market supply of benchmark and aspirational food stuffs	Failure to achieve food vision standards	M	H	Calculate and manage purchasing requirement and early liaison with suppliers
Menus are viewed as sub-standard to requirement	Regular customer dissatisfaction	L	H	Bespoke menus according to client requirement
Staff are obstructed from getting to Royal Victoria Dock	Inefficient and sub-standard service delivery	L	H	Account for contingency labour during the Olympic period. Check transport updates so additional staff can be organised from nearby Compass sites early

We have developed a draft Key Performance Indicator mechanism that will provide Siemens, Continuum and ourselves with a quarterly view of service performance. What we have presented here is not necessarily the definitive answer, but provides a basis from which to develop a mutually beneficial KPI structure from.

GOAL	KEY PERFORMANCE INDICATOR	SCORE	SCORE RATIONALE
Management			
Management support and availability	A manager is available on site each day	5	"5 = Achieved 0 = Not Achieved"
	Monthly account meetings attended by Site Manager and Operations Manager	5	"5 = Achieved 0 = Not Achieved"
	Resource and Support visitation frequency achieved	5	5 = Achieved 0 = Not achieved
	Monthly reports compiled to agreed contractual format	5	5 = Achieved 0 = Not achieved
Marketing			
Marketing support and proactivity in business development	Sales and Marketing Manager meeting once a quarter as minimum	5	"5 = Achieved 0 = Not Achieved"
	Annual marketing plan submitted 3 months prior to year commencement	5	"5 = Achieved 0 = Not Achieved"
	Commitment and support to Continuum's marketing plan	5	5 = Achieved 0 = Not achieved
	Quarterly marketing reports clear with results and actions	5	5 = Achieved 0 = Not achieved

GOAL	KEY PERFORMANCE INDICATOR	SCORE	SCORE RATIONALE
Food Service and Standards			
Deliver consistently the highest quality of food and service in line with marketing plan and local sourcing objectives	Restaurant and Cafe are open at the agreed contractual times	4	"4 = Acceptable 0 = Not Acceptable"
	Service is efficient and there are adequate staff available especially at peak times	4	"4 = Acceptable 0 = Not Acceptable"
	Site specific marketing plan in line with menu	4	"4 = Achieved 0 = Not Achieved"
	Guest celebrity chef or local pop up restaurant to take place quarterly	4	"4 = Acceptable 0 = Not Acceptable"
	Feed back results to monthly meetings with clear action plans	4	"4 = Acceptable 0 = Not Acceptable"
Customer Service			
Deliver consistently the highest customer service standard in line with outlet purpose and brief	Noticeable friendly greeting on arrival to each outlet	2	"2 = Acceptable 0 = Not Acceptable"
	Catering staff have reasonable knowledge about local sourcing and menu items	2	"2 = Acceptable 0 = Not Acceptable"
	Catering staff conduct their service in a professional manner	2	"2 = Achieved 0 = Not Achieved"
	The waiting time and efficiency of service is of reasonable length	2	"2 = Acceptable 0 = Not Acceptable"

GOAL	KEY PERFORMANCE INDICATOR	SCORE	SCORE RATIONALE
Staff and Training			
Staff	Staff presentable with clean uniforms	2	"2 = Acceptable 0 = Not acceptable"
	All temporary staff are well inducted in understanding the catering service quality and Siemens business at the USC	5	"5 = Acceptable 0 = Not acceptable"
	All Recruitment for vacancies to be filled within 6 weeks of notice being given	2	"2 = Acceptable 0 = Not acceptable"
Training	Fully implemented training, including basic food hygiene for all staff within 6 weeks of commencement of employment	5	"5 = Achieved for all staff 3 = 80% of staff completed 0 = Less than 80% achieved "
	Appraisals and follow up reviews are completed six monthly for each staff member	5	"5 = Achieved for all staff 3 = Majority but not all staff completed 0 = Not Achieved"
Food Safety and COSH			
Food Safety	Assured safe catering/HACCP system is documented and in use - Compass Silver Standard system	6	"6 = Updated and being adhered to 3 = Partially complete 0 = Not Acceptable"
Independent H&S and FS audit	To take place six monthly, with reports and action plan shared with clients	2	"2 = Acceptable 0 = Not acceptable"
COSHH	COSHH risk assessment fully completed, up to date and available	3	"3 = Achieved 0 = Not Achieved"

GOAL	KEY PERFORMANCE INDICATOR	SCORE	SCORE RATIONALE
On time delivery			
Equipment	Breakdowns are reported to maintenance within 24 hours	4	"4 = Acceptable 0 = Not Acceptable"
Hospitality	Orders are delivered to the agreed requirements and delivered to agreed timings	10	"10 = on all occasions in the month 5 = fewer than 5 occasions not met 0 = More than 5 occasions met"
Siemens Perceptions (1 = Poor, 2 = below average, 3 = Meets expectations, 4 = Excellent)			
	Problem solving when difficulties occur	4	1 - 4
	Service from the Operations Management	4	1 - 4
	Accurate documentation received on time	4	1 - 4
	Quality of feedback received	4	1 - 4
	Max Score	128	75% - 100%
	Score Achieved	128	50% - 74%
	% Achieved	100%	25% - 49%
	Fee % Earned of Fixed Fee (As per score matrix)	100%	0% - 24%

* all financial penalties are reconciled at the end of the trading year

