

Risk	Lead	Probability	Severity	Score	Controls	Risk target	Review
<u>An optimism bias that does not reflect the true position of performance of the inhouse model or a lack of an appropriate business case.</u>	AG	3	2	6	<ul style="list-style-type: none"> A detailed business case and 1/4ly reports with key performance indicators (KPI's) will form part of the monitoring process. A Leisure Manager will be recruited to develop the centres and work closely with the health and wellbeing team to deliver the councils leisure, health, and wellbeing strategy. A service specification will be developed to ensure the service meets financial and quality targets. The facilities will undergo Leisure industry quality assessments The company will report back to CS&L and will be scrutinised by audit and standards committee. 	4	
<u>A new operator opens a facility(s) within the Stroud District and therefore increases market competition.</u>	AG	3	2	6	<ul style="list-style-type: none"> The service will work with a professional marketing company to market themselves effectively. High quality customer experience training will be a standard part of the induction plan for all new colleagues to ensure we meet the needs of all customers. Programme development and customer consultation will be a standard imbedded within the culture of the business. 	2	

<p><u>A downturn in demand for leisure and health facilities</u></p>	AG	2	3	6	<ul style="list-style-type: none"> The leisure services manager will work closely with other industry professional bodies to keep on trend with the latest industry developments. Health and wellbeing activities will be delivered both in and out of the centres working with health partners to deliver within the communities of the district, bringing a diverse and varied programme. 	4	
<p><u>Income targets for sustainability cannot be met.</u></p>	AG	4	2	8	<ul style="list-style-type: none"> The service will be monitored against a set of agreed performance criteria. A detailed business development plan is agreed, and performance is reported to CS&L committee through 1/4ly performance monitoring. The Leisure Manger will be part of networking groups to share good practice throughout the industry. 	6	
<p><u>A major failure in the structure or plant of either of the facilities resulting in closures.</u></p>	AG	2	3	6	<ul style="list-style-type: none"> The conditions survey will mitigate against this. An investment development plan for the centres to be approved within the next 3-5 year to reduce the likelihood of facility closure. 	1	
					<ul style="list-style-type: none"> This will be detailed within the performance specification document. The service will follow council financial procedures. The service will report back monthly on financial targets. 		

<p><u>Inadequate financial governance and monitoring</u></p>	AG	1	2	2	<ul style="list-style-type: none"> The service will report back to CS&L and audit and standards committee. The service will feature in the audit plan. The service finance and usage will continue to be monitored through Data Hub on the moving community's platform. 	1	
<p><u>Poor business development vision</u></p>	AG	2	3	6	<ul style="list-style-type: none"> The Leisure Services Manager will have relevant industry experience. The specification will require a detailed annual and three year development plans. Capital investment plan will be developed to modernise the centres. 	4	
<p><u>Lack of scrutiny over investment and loan decisions</u></p>	AG	1	2	2	<ul style="list-style-type: none"> All loans and investments to develop the centres must be approved through the committee process. All developments are professionally sourced with a detailed consultation programme. 	1	
<p><u>Poor communication on TUPE transfer process and how the service will operate</u></p>	AG	2	2	4	<ul style="list-style-type: none"> Communications plan in place for when the transfer decision is made up until the hand over date. To include but not limited to; staff meetings, newsletter, training and social events. HR involved 12 months prior to handover to work through the logistics of TUPE, and induction process. 	3	

					<ul style="list-style-type: none"> Leisure Services Manager recruited at least 12 months prior to contract handover. 	
<u>Poor induction of the new team into council employment</u>	AG	2	3	6	<ul style="list-style-type: none"> Roles and responsibilities of each team member will be clearly defined in their job descriptions. All new team members will go through a council induction plan and a leisure specific training plan based upon the specification. All existing leisure team at the Pulse will go through the leisure specific training plan based upon the specification. 	3
<u>A major Pandemic</u>	AG	3	3	9	<ul style="list-style-type: none"> Whichever operating model is chosen the risk will always sit with the council. 	6