

Risk	Lead	Probability	Severity	Score
<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
<u>A new operator opens a facility(s) within the Stroud District and therefore increases market competition.</u>	AG	3	2	6
<u>A downturn in demand for leisure and health facilities</u>	AG	2	3	6
<u>Income targets for sustainability cannot be met.</u>	AG	4	2	8

<u>A major failure in the structure or plant of either of the facilities resulting in closures.</u>	AG	2	3	6
<u>Inadequate financial governance and monitoring</u>	AG	1	2	2
<u>Poor business development vision</u>	AG	2	3	6
<u>Lack of scrutiny over investment and loan decisions</u>	AG	1	2	2
<u>Poor communication on TUPE transfer process and how the service will operate</u>	AG	2	2	4

<u>Poor induction of the new team into council employment</u>	AG	2	3	6
<u>A major Pandemic</u>	AG	3	3	9

Controls	Risk target	Review
<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. 	4	
<ul style="list-style-type: none"> 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. 		
<ul style="list-style-type: none"> A service specification will be developed to ensure the service meets financial and quality targets. 		
<ul style="list-style-type: none"> The facilities will undergo Leisure industry quality assessments 		
<ul style="list-style-type: none"> The company will report back to CS&L and will be scrutinised by audit and standards committee. 		
<ul style="list-style-type: none"> The service will work with a professional marketing company to market themselves effectively. 	2	
<ul style="list-style-type: none"> 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. 		
<ul style="list-style-type: none"> Programme development and customer consultation will be a standard imbedded within the culture of the business. 		
<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. 	4	
<ul style="list-style-type: none"> 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. 		
<ul style="list-style-type: none"> The service will be monitored against a set of agreed performance criteria. 	6	
<ul style="list-style-type: none"> A detailed business development plan is agreed, and performance is reported to CS&L committee through 1/4ly performance monitoring. 		

<ul style="list-style-type: none"> The Leisure Manger will be part of networking groups to share good practice throughout the industry. 		
<ul style="list-style-type: none"> The conditions survey will mitigate against this. 	1	
<ul style="list-style-type: none"> An investment development plan for the centres to be approved within the next 3-5 year to reduce the likelihood of facility closure. 		
<ul style="list-style-type: none"> This will be detailed within the performance specification document. 	1	
<ul style="list-style-type: none"> The service will follow council financial procedures. 		
<ul style="list-style-type: none"> The service will report back monthly on financial targets. 		
<ul style="list-style-type: none"> The service will report back to CS&L and audit and standards committee. 		
<ul style="list-style-type: none"> The service will feature in the audit plan. 		
<ul style="list-style-type: none"> The service finance and usage will continue to be monitored through Data Hub on the moving community's platform. 		
<ul style="list-style-type: none"> The Leisure Services Manager will have relevant industry experience. 	4	
<ul style="list-style-type: none"> The specification will require a detailed annual and three year development plans. 		
<ul style="list-style-type: none"> Capital investment plan will be developed to modernise the centres. 		
<ul style="list-style-type: none"> All loans and investments to develop the centres must be approved through the committee process. 	1	
<ul style="list-style-type: none"> All developments are professionally sourced with a detailed consultation programme. 		
<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. 	3	
<ul style="list-style-type: none"> HR involved 12 months prior to handover to work through the logistics of TUPE, and induction process. 		
<ul style="list-style-type: none"> Leisure Services Manager recruited at least 12 months prior to contract handover. 		

<ul style="list-style-type: none"> • Roles and responsibilities of each team member will be clearly defined in their job descriptions. 	3	
<ul style="list-style-type: none"> • All new team members will go through a council induction plan and a leisure specific training plan based upon the specification. 		
<ul style="list-style-type: none"> • All existing leisure team at the Pulse will go through the leisure specific training plan based upon the specification. 		
<ul style="list-style-type: none"> • Whichever operating model is chosen the risk will always sit with the council. 	6	