

Appendix 5

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Control description	
							I	P	I	P	I	P		
201	Satisfaction	Dissatisfaction with new concession eligibility.	Threat	Concessionary users no longer eligible to the offer feel aggrieved by loss of entitlement.	Stakeholder dissatisfaction, loss of income, reputation damage, loss of future opportunity.	17/05/19	Head of Service	1	3	1	3	1	3	An impact data exercise indicated that a minority of concessionary users will be affected; increase promotion for signposting to free or low cost alternatives e.g. GO Active, Green Gyms, Cultural offer, other discounted leisure memberships, free swimming sessions for those under 17 years of age and living in the city and gym only membership offer at RHCC.
	Corporate priorities	Priorities may change each year and may result in the concessionary offer no longer reflecting needs and demands	Threat	Change in governance and political direction	Unaligned goals	17/05/19	Head of Service	2	2	2	2	2	1	Review the concessionary offer and priorities annually in partnership with the leisure provider and the Leisure Partnership Board, and align where possible. Complete annual benchmarking.
	Financial	Financial cost of concessions	Threat	Unprecedented increase in concession uptake	Costs incurred	17/05/19	Head of Service	3	3	2	2	2	1	Concessions are built into the contract and absorbed by Fusion; any significant changes would need to be negotiated
	Reputation	Risk to reputation	Threat	Failure to manage repercussions following any negative attention	Damage to OCC's reputation	17/05/19	Head of Service	2	3	1	2	1	2	Staff and members will be briefed to explain the changes; any press attention will be dealt with via the Corporate Comms Team

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