

Appendix 3

Appendix 3: Risk Implications

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Controls				
							I	P	I	P	I	P	Control description	Due date	Status	Progress %	Action Owner
Satisfaction	Dissatisfaction with delivery of leisure provision	Threat	Lack of intrinsic linkage within the Plan to enable delivery of the Council's Corporate Plan and priorities; Poor development of objectives and targets in respect of achieving the council's aspirations and vision	Stakeholder dissatisfaction, loss of income, reputation damage, loss of future opportunity.	26.04.19	Head of Service	2	2	2	2	1	1	Establishment of a detailed Annual Service Plan that sets out the strategic objectives and required actions; with a comprehensive on-going monitoring of performance in respect of key service criteria.	On-going governance	Open	75%	Leisure & Performance Manager
Corporate Priorities	The 2019/2020 Annual Service Plan strategic aims do not reflect corporate priorities	Threat	Lack of assimilation with the Council's Corporate Plan and priorities	Value for money not achieved; failure to provide the aspiration of a World-Class leisure service.	26.04.19	Head of Service	3	3	2	2	2	1	Strategic direction from the Leisure Partnership Board and Active Communities Performance Board; Effective engagement with representatives of the Leisure Partnership Board and other internal and external officers; Robust development process for the delivery of the 2019/ 2020 Fusion Lifestyle Annual Service Plan.	On-going governance	Open	75%	Leisure & Performance Manager
Savings	Failure to achieve the commitment to accessible savings	Threat	Lack of financial consideration and planning within the delivery strands of the 2019/ 2020 Annual Service Plan.	Value for money not achieved.	26.04.19	Head of Service	3	3	2	2	3	1	Robust performance and financial monitoring procedures to detect variations and put in mitigating actions.	On-going governance	Open	75%	Leisure & Performance Manager
Business Continuity	Business Continuity Planning	Threat	Failure to maintain an up to date Business Continuity Plan.	Leisure facilities unable to operate for a period of time.	26.04.19	Fusion Lifestyle	3	2	2	2	2	2	Regular review of current Business Continuity Plans and annual testing of plan.	On-going governance	Open	75%	Leisure & Performance Manager
Reputation	Reputational Risk	Threat	Failure to manage repercussions following a serious event at a facility	Loss of Council reputation	26.04.19	Fusion Lifestyle	2	3	1	2	1	2	Emergency Plan for control of media exposure. Health & Safety monitoring and reporting regime in place and externally audited.	On-going governance	Open	75%	Leisure & Performance Manager

Contractor becomes insolvent.	Business Continuity	Threat	Contractor goes into administration;	Full or partial termination of the LMC; leisure facility closures; reduced service; financial impact; negative publicity.	26.04.19	Head of Service	2	1	2	2	2	1	Prompt raising of the management fee and any late payment follows debt recovery procedures; Review of the Annual Statement of accounts when received from the leisure provider and reviewed by OCC Finance Officers. Open and transparent local and senior stakeholder relationship management; Strong contract management governance.	On-going governance	Open	75%	Leisure & Performance Manager
Fusions capacity to deliver service due to significant growth	Business Continuity	Threat	Contractor over stretches available resources and funding.	Lack of investment to the Oxford contract; profit from the Oxford contract reallocated across the wider leisure portfolio.	26.04.19	Head of Service	2	1	3	3	2	1	Strong Contract management governance regime; Open and transparent local and senior stakeholder relationship management.	On-going governance	Open	75%	Leisure & Performance Manager
Changes in the market sector impacting on Fusion as a Charity	Business Continuity	Threat	Brexit; Increasing competition; Health & Safety Compliance	Lack of investment to the Oxford contract; profit from the Oxford contract reallocated across the wider leisure portfolio.	26.04.19	Fusion Lifestyle	2	1	3	3	2	1	Fusion keeping up to date on regulatory changes and best practice; design, maintain and review policies and procedures; design and operation of a comprehensive audit programme; report audit findings and other issues to it's Trustees.	On-going governance	Open	75%	Fusion Lifestyle