

STRATEGIC RISKS

No	Risk Title	Risk/Opportunity Description	Inherent risk status				Mitigating & Management actions	Ownership
			Impact of negative outcome	Chance of negative outcome	Risk score and direction of travel			
1	Future leisure service delivery costs greater than currently anticipated	Recent asset condition survey coupled with proposed stakeholder engagement will improve understanding of future cost pressures. Soft Market test indicates opportunities for improved position	4	3	12	↔	Joint Member board established with South Hams. Joint Procurement Protocol and Evaluation criteria established. Effective stakeholder consultation arrangements	NE & RM
2	Balancing future service provision and financial challenges	Conflicting Member ambitions to either improve the future leisure service or manage long term costs may create tension across the Council	4	3	12	↔	Need to formally test and establish revenue and capital costs against affordability	NE & RM
3	Internal capacity and expertise	Both WDBC and SHDC have externalised leisure provision and over time a range of internal corporate expertise is inevitably lost	4	4	16	↔	Continue to allocate support budget to bring in external leisure and legal expertise	NE & RM
4	Managing the level of expectation of key existing stakeholders and potential future partners	Formulating an affordable leisure offer that is fit for purpose in the medium to longer term	4	4	16	↔	Continue to handle discussions sensitively, maintaining positive relationship with stakeholders and investing time developing relationship with potential providers to promote opportunities rather than have the future financial challenges perceived negatively.	Member/Officer Working Group
5	Council reputation	Changes to future service delivery will need to be agreed within the context of a clear strategy for future use of current assets, and potential access to	5	4	20	↔	Careful consideration of the strategic options with significant decisions linked to a communication strategy.	Member/Officer Working Group

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		alternative facilities					
6	Legal challenge	Legal challenge could come from:(a) a potential provider who feels “unfairly” excluded from a bidding opportunity;(b) as a community right to challenge bid under the Localism Act to enforce a procurement exercise; (c) a third party	(a) 4 (b) 3 (c) 4	1 1 2	4 3 8	↔ Positively allowing for local bids (where interest has been identified)	Member/Officer Working Group

Risk Score 20-25: very high; 12-19: high; 8-12; medium; <8: low

Direction of travel symbols = ↓ ↑ ↔