

Risk Reference	Risk Event	Cause	Effect	Category of risk	Current Control Measures	Likelihood	Impact	Rank (Equals L*)	Strategy for Risk	Additional Risk Management Actions	Acceptable Likelihood	Acceptable Impact	Rank (Equals L*)	Risk Owner
1	Unrestricted reserve level reducing to less than the minimum level agreed by the EDLC Board.	Current Income levels not sufficient to cover expenditure increases causing a deficit position which impacts negatively on reserve.	The current financial position of EDLC could impact on the Trust's ability to continue as a going concern and this will be highlighted through the external audit process.	Financial	Service Reviews. Savings agreed by board. Efficiencies generated throughout organisation.	4	4	16	Treat	Transparency with Council (EDC) on current reserve levels and discussion over future funding levels.	3	4	12	General Manager
2	Failure to obtain an adequate financial agreement with Council (EDC).	Economic climate and associated budget pressures on EDC. Failure to demonstrate Trust contribution to key council plans and targets Political change in Council/Trust board	Reduction in service delivery Potential for loss of business Reduction in employees and increased workload for remaining employees reduced investment and ability to respond to changes in technology, demand and trends.	Financial	Monitoring arrangements . Strategic Planning. Service Review.	4	4	16	Treat	Open discussion with EDC on longer than annual settlement - possibly 3 years. 3 year model - projection on knows.	3	4	12	General Manager
3	Failure of technology in Wetside facilities.	Inadequate maintenance Excess usage Incompatible systems Lack of appropriately trained staff Failure to update systems	System failure leading to service disruption Loss of income Operational restrictions Personal injury claims Reputational damage Death or injury to staff member or service user	Operational	Maintenance systems and procedures. Operative training programmes and development. Records management Risk assessment protocols	3	5	15	Treat	Review implementation of maintenance procedures. Review annual training programme for operatives. Review and implement effective records management process.	2	5	10	Leisure Operations Managers
4	Failure of technology in Dryside facilities.	Inadequate maintenance Excess usage Incompatible systems Lack of appropriately trained staff Failure to update systems	System failure leading to service disruption Loss of income Operational restrictions Personal injury claims Reputational damage Death or Injury to staff member or service user	Operational	Maintenance of systems and procedures. Operative training programmes and development. Records management. Risk assessment protocols.	3	4	12	Treat	Review implementation of maintenance procedures. Review annual training programme for operatives. Review and implement effective records management process.	2	4	8	Leisure Operations Managers
5	BREXIT	Government decision.	Suppliers may no longer be competitive, available or able to deliver. Supplier's own supply chain may be at risk. Costs may increase. Financial uncertainty - customer spend.	Operational	Review the supply chain of key suppliers for reassurance of dependencies.	3	4	12	Treat	Find alternative suppliers. Sign up for advice on Brexit from resilience direct web site.	3	3	9	Leisure Operations Managers
6	The Flat management structure of EDLC exposes the organisation to risk if key posts are not available to work.	EDLCT structure is Board, Two senior officers then operational managers.	Insufficient authorisation and control levels for the operation of EDLC processes.	Operational	Procedures documented. Back up for payments process completed. SLA arrangements	3	4	12	Treat	Review of Management structure	3	3	9	General Manager EDLC Board
7	Failure of key ICT systems.	Inadequate maintenance Excess usage Incompatible systems Lack of appropriately trained staff Failure to update systems Hacking / Cyber attack of EDLC systems	System failure leading to service disruption Loss of income Operational restrictions Reputational damage	Operational	Maintenance systems and procedures. Operative training programmes and development. Business Continuity Planning.	3	3	9	Treat	N/A	2	3	6	General Manager
8	Failure to effectively maintain and operate property assets.	Budget restrictions Lack of maintenance programme Lack of appropriate recording and reporting procedures Inappropriate contract liaison	Facility closure Interruption to service delivery Loss of reputation Consequential impact on other facilities Increased exposure to higher costs Loss of income and future business	Financial	Maintenance Programmes. Operating procedures/Collections Management policy. Property Services agreements (SLA). External maintenance contracts. Conditions surveys. Trust liaison with EDC on Capital expenditure requirements.	3	3	9	Treat	Regular facility inspections. Planned maintenance programme.	2	3	6	General Manager
9	Failure to comply with Information and records management and GDPR guidelines.	Lack of Awareness Inadequate resources Poor record keeping Changes to Council strategy Poor communication	Inability to respond to FOI requests Reputational damage Difficulties in retrieving information Insecure customer data Regulatory censure/Fines	Operational	Strategy and Policy documents in place. Information and Records Management Champion in place for EDLCT . Completion of Asset register.	2	4	8	Treat	Implementation of Records and Management Work Programme. Staff training.	2	3	6	General Manager
10	Failure of Governance and Compliance mechanisms.	Board members not carrying out their duties and statutory obligations.	Financial loss Reputational damage Loss of charitable status Lack of legislative compliance Loss of strategic direction Disruption to service delivery	Strategic	Memorandum and articles of association. Legal agreements. Board training. Performance reporting. Internal/External Audit.	3	2	6	Treat	Standing orders and code of conduct.	2	2	4	General Manager

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11	Failure to achieve participation levels and income targets in line with SLA's.	Lack of investment Inability to market effectively Lack of effective Business plan Increased competition from low budget external providers Inability to monitor, evaluate and meet changing demands. Ineffective pricing	Impact on budget settlement Poor KPI performance and local PI's Reduction in service/Business Operations	Financial	Period by period income reviews with General Manager/Company Secretary and Ops Managers. KPI reporting to Board and EDC. PDR targets Business and Marketing plans Flexible pricing policy Regular benchmark review Mystery visit programme	2	3	6	Tolerate	Customer Feedback Comments	2	3	6	General Manager
12	Failure to comply with Health and Safety Policies.	Lack of staff engagement Poor integration of Health and Safety within operational procedures & working practices Lack of ownership of inherited policies Lack of effective training and awareness.	Unsafe environment for staff and service users Potential increase in incidents Partial or complete closure/disruption of services Vulnerability to insurance claims by staff or service users Reputational damage Increased insurance costs	People	Health & Safety policy and procedures. Health & Safety area teams. Unison Health and Safety audits. Staff training and awareness External Health & Safety audit schedule. New H&S software introduced called Stitch.	1	5	5	Tolerate		1	5	5	General Manager/Board