

OSCA Foundation Ltd

Corporate Risk Register

January 2020

Definitions/ Scores –

Probability	Definition –	Score
Low	Very unlikely to happen in the next 3 years	1
Fairly low	Unlikely to happen in the next 3 years	2
Medium	May happen in the next 3 years	3
Fairly high	Likely to happen in the next 3 years	4
High	Almost certain to happen in the next 3 years	5
Impact	Definition -	Score
Minimal	small financial loss or minor injury involving no lost time	1
Minor	limited inconvenience or loss of service, minor injury to one or more persons	2
Moderate	some financial and/or damage to reputation	3
Serious	large financial and/or damage to reputation, major injury to one or more person	4
Severe	unable to provide a service and/or severe financial loss, death to one or more persons	5



RISK ASSESSMENT MATRIX									
		OSCA Foundation Ltd				Date of Assessment:		October 2010	
						Contact Officer:		John Fisher	
Ref No.	Risk Description	Probability of Event	Impact	Risk Factor	Financial Impact £	Managed Response Action /Contingency	Responsibility	Review	
1.	Unable to raise financial backing for capital cost	3	5	15	High	<p>Ensure all funding bids are prepared in advance of closing dates</p> <p>Identify all possible funding streams, however small, in order to gain a wide range of smaller funding streams if required</p> <p>Attempt to attract a wider range of partners with potential funding readily available</p> <p>Gain support from consultation with effected community</p> <p>Offer social return on investment through Health Impact Assessment</p>	JC	Ongoing/ Quarterly	
2.	Support not received from key partners leading to fragmented approach	3	4	12	High	<p>Attempt to attract a wider range of partners with potential funding readily available</p> <p>Conduct regular meetings with all partners during preparation of funding bids</p> <p>Ensure all partners are well supported in engaging with bidding process</p>	JC / BS	Ongoing	



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3.	Conflicts between board of Trustees and Foundation partners	3	3	9	Low	Ensure Trustees meet on a regular basis to discuss any developments Create a business strategy from which all trustees can work. Devise a constitution for all trustees and Foundation partners to follow	Chair and joint secretaries	Initial October 2010/ Quarterly	
4.	Sections of land for new venue not secured	3	3	9	Medium	Resolve any leasing issues with Calderdale Council as soon as possible Gain support from local community to encourage Calderdale Council to finalise leasing of entire site Produce Consultation Report to provide evidence of need	BS / JC	October 2010	
5.	Asset transfer not finalised	3	4	12	Medium	Ensure facilities will offer social return on investment to support asset transfer Create a Business Case to demonstrate the long term developments and income that the site can potentially offer Demonstrate the added benefit of a community run facility	JC	October 2010	



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6.	Building and planning delays for creation of new venue	4	5	20	Medium	Ensure all funding gained and plans submitted on time Make any required amendments to plans immediately and resubmit for approval Allow suitable timescale for completion of building work	RL	Ongoing	
7.	Ineffective protection for children and vulnerable adults	3	5	15	Medium	Ensure safeguarding procedures are devised for OSCA Effectively manage the implementation of ISA across OSCA Introduce an effective staff training programme Work with the Council to ensure a joined-up approach	Facilities Manager	Bi-monthly	



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8.	Economic climate leading to unviable business	3	5	15	High	Long term approach to marketing Improve long term business planning Introduce medium term financial planning Focus on customer retention Broaden customer base where appropriate Diversify the services provided Fully evaluate potential areas for efficiency savings/ income generation, including: <ul style="list-style-type: none"> ○ Staffing/energy/consumables efficiencies ○ Maximise grant funding opportunities ○ Maximise secondary spend ○ Negotiate with suppliers and use purchasing windows to maximise efficiency when ordering ○ Possible reduction in services provided to public ○ Reduced opening hours 		BS	Quarterly



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9.	Extreme weather conditions (e.g. snow; flood)	3	4	12	Medium	Ensure effective Business Continuity Plan is in place Ensure effective NOPs in place and staff effectively trained Ensure relevant precautions placed at the site when building takes place to reduce impact	BS	6 Monthly	
10.	Falling future demand (fall in interest in sport or ending of grant regimes)	5	4	20	High - Medium	Diversification Focus on customer excellence Consider actions with Council Partnership development Strategy of additional free activities to fill facility Effective marketing strategy Ensure an equitable pricing policy to attract broader customer base	BS	Quarterly/ ongoing	
11.	Change of Government or national attitude to sport.	3	4	12	Medium	Diversify Link with range of partners Assess local need and deliver services that meet this need	BS	Annually/ Ongoing	



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12	Ineffective health and safety management	2	4	8	High - Medium	Appoint H&S co-ordinator Devise new H&S policy, procedures and training Embed H&S culture within the organisation Regularly report on H&S matters to Board		Trustees	Bi-monthly
13	Unsuccessful in application to charities commission	1	4	4	High	Work with SBP to ensure all aspects of application are completed Ensure all aspects of application completed to a high standard Any amendments to be made must be made as soon as possible and resubmitted		Company Secretary	Ongoing
14	Lack of coordinated provision in North Halifax including open space strategy being outdated	4	4	16	Medium	Discuss possibility of SBP offering services to local council to update any relevant outdated strategies Report on the impact that OSCA can have on Calderdale Local Area Agreement to enhance coordinated provision Ensure all partners involved work together to devise and achieve common aims and objectives			Quarterly



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15	Dissatisfied customers	2	3	6	Medium	Introduce complaints/ compliments system, including an effective monitoring process Customer surveys Ensure proactive communication with customers and user groups			Quarterly/ ongoing + annual customer survey
16	Poor performance management leading to business plan not being met	2	4	8	Low	Develop a suite of Human Resource related KPI's to help manage employees Develop a suite of performance and commercial related KPI's to effectively manage the business Actively use the performance information to take action to focus resources and improve performance where necessary			Quarterly/ Ongoing

