



**COMMUNITY SERVICES – LEISURE AND LANDSCAPES
SERVICE PLAN
2020 - 2023**

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INTRODUCTION

The progress of this service plan will be monitored in the following ways:

- Through regular discussion at departmental management team (DMT) and Section Heads meetings and logged in the version control section of this document
- Performance indicator monitoring by the Council's Management Board on a quarterly basis
- By Committee reports twice a year (at the end of quarters two and four)

Service Plans will be formally updated on an annual basis, taking into account internal and external influences arising from monitoring arrangements throughout the year.

[Link to Strategic Plan, Service Plans and Performance Indicators Folder](#)

SECTION 1: INPUTS

1.1 Budgets

Budgets will be added by Finance and Performance and Projects Manager, after budgets are agreed at Council in February

	2020/21 Latest £	2021/22 Latest £	2022/23 Latest £
Net Cost of Service (Direct cost / Income Only)			

Further financial analysis can be found by using this link

Business Continuity and Single Points of Failure**Job title of SPOF:** Head of Community Services

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Look towards one of the Service Managers	There is likely to be a gap in knowledge and skills of some of the services within Community Services Ability to manage a complex set of services and projects and balance priorities	Broad knowledge of management principles, strategic thinking. Also good knowledge of the leisure, waste services and tree and landscape industries/businesses	Potential loss of focus in short term	Appropriate training to reduce gap of knowledge and skills

Job title of SPOF: Leisure Development Manager

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Look towards one of the Section Heads or recruit externally	There is likely to be a gap in knowledge and skills, although these can be picked up quite quickly Safeguarding knowledge and Designated Safeguarding Lead within the team Ability to work within a complex political	Knowledge in play area provision and other outdoor leisure facilities as well as procurement practices and Construction Design Management regulations Safeguarding knowledge and understanding of procedures – as Designated Safeguarding	Potential loss of drive and strategic direction of the leisure development team in the short term In the short term safeguarding concerns would need to be discussed/managed by DSL from other teams / Council Designated Safeguarding Lead	Building resilience within the team so that everyone is aware of the skills and knowledge required

	<p>environment due to high profile front line activities and projects</p> <p>Ability to manage work load and staff</p>	<p>Lead for leisure this is essential</p> <p>Broad knowledge of management and leadership principles</p> <p>Good knowledge in leisure provision across all sectors</p> <p>Knowledge of funding opportunities</p>		
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Job title of SPOF: Leisure Marketing Manager

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
<p>Possibly look towards the marketing apprentice, or external candidate</p>	<p>A gap in promoting of some events that are time sensitive e.g. pantomime</p> <p>Skills required include; theatre, film and hire marketing, promoting events</p>	<p>Knowledge of different forms of marketing, including, print, online, social media</p> <p>Knowledge of theatre sales and box office systems including data analysis</p> <p>Network of local press and PR contacts</p>	<p>Potential short term drop in sales at Watersmeet</p>	<p>Appropriate training to reduce gap of knowledge and skills</p>

Job title of SPOF: Watersmeet Manager

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
<p>Look to appoint externally or possibly promote one of the senior Watersmeet managers</p>	<p>There is likely to be a gap in some skills especially around programming</p> <p>Skills required include; project management,</p>	<p>Knowledge of UK theatre touring circuit, and theatre genres</p> <p>Theatre promoter and film distributor contacts</p>	<p>Potential drop in programming content, and overall venue efficiency in the short term</p>	<p>Appropriate training to reduce gap of knowledge and skills</p>

	programming (film, live streaming and live theatre)	Broad knowledge of theatre marketing, technical theatre, hospitality, finance and box office systems, with experience in customer service		
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Job title of SPOF: Principal Landscape Officer

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Look to appoint from outside of the authority or to promote internally if someone has relevant skills and experience.	There is likely to be a gap in knowledge and skills of some of the services within Trees and Landscapes Team Ability to manage a complex range of services including quite specialist planning and Tree Preservation Order legislative issues	Broad knowledge of strategic open space management, principles of environment and landscape conservation Specialist knowledge of Tree Preservation Order and planning legislation and planning principles and process Understanding of all aspects of Arboriculture	Impact on Development Management if unable to provide complex consultation advice. Short term impact on team, with lack of support	Appoint externally If internal promotion then further training required

Job title of SPOF: Technical and Buildings Manager (Watersmeet)

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Look towards current venue technicians or external appointment	There is likely to be a gap in knowledge and skills of building management and managing building projects	Good knowledge of public building health and safety Knowledge of event, cinema and live theatre technical requirements and best practice	Impact building maintenance and procedures in the short term	Training for internal staff or external appointment

	<p>Lighting, sound, projection operation, design and maintenance</p> <p>Stage systems rigging and maintenance</p> <p>H&S management qualification</p> <p>Access equipment certificate</p>	<p>Knowledge of Association of British Theatre Technicians Technical Standards for Places of Entertainment (Yellow Guide)</p> <p>Network of technical contacts, including light and sound operators and projectionists</p>	<p>Greater reliance on freelance technical theatre staff</p>	
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Job title of SPOF: Play Development Officer

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
<p>Recruit externally</p>	<p>At least a level 3 in Early Years / Childcare is required for a manager for Ofsted registered play schemes</p> <p>Qualification in play based practice is also desirable for other work within play</p> <p>Designated Safeguarding Lead for the leisure team – safeguarding knowledge essential</p> <p>Organisational skills / budget planning / project management / innovative and creative thinking</p>	<p>Early Years and Child care Ofsted</p> <p>Safeguarding</p> <p>Working with vulnerable groups</p>	<p>Without a level 3 qualified staff member, TRDC would not be able to operate Ofsted registered play schemes</p>	<p>Train and internal staff member in level 3 – however costs, time and commitment associated with these</p> <p>Advertise/recruit externally</p> <p>Have a manager in place just for when play schemes run</p>

Job title of SPOF: Projects Development Officer

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Recruit externally or appoint internally, depending on knowledge and skills	<p>Knowledge of procurement practices and Construction Design Management regulations</p> <p>Knowledge of play area provision and standards</p> <p>Without these skills it would be difficult to deliver the capital programme</p>	<p>Knowledge of procurement practices and Construction Design Management regulations</p> <p>Knowledge of play area provision and standards</p>	In the short term it would be difficult to follow the annual capital programme and Councillors would need to be informed of the impact	<p>Ensure other staff members within the team are aware of procurement practices and Construction Design Management regulations</p> <p>Step by step guide produced for procuring capital works and overseeing a project</p>

Job title of SPOF: Abbots Langley Leisure Projects Officer

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
None required as this is a fixed term post				

Job title of SPOF: Leisure Support Officer

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Recruit externally or recruit as part of the CSC training programme or elsewhere internally	<p>Overall knowledge on leisure</p> <p>Organisational skills and website/social media skills</p>	Website/social media and marketing development	Minimal	N/A

Job title of SPOF: Arts Development Officer

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Recruit externally or internally if suitable	Organisational skills / budget planning / project	Knowledge on community arts based practices	Minimal in the short term – projects and sessions would be on hold until a	Building resilience within the team so that everyone is aware of the

	management / innovative and creative thinking	Arts of Prescription – social prescribing for adults with mental health conditions – awareness of health and social referring bodies	replacement was recruited to.	different activities and projects taking place
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Job title of SPOF: Sports Development Officer

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Recruit externally or internally if suitable	Organisational skills / budget planning / project management / innovative and creative thinking	Knowledge on sports development, National Governing Bodies, Sport England and local sport clubs	Minimal in the short term – projects and sessions would be on hold until a replacement was recruited to.	Building resilience within the team so that everyone is aware of the different activities and projects taking place

Job title of SPOF: Active Development Officer

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Recruit externally or internally if suitable	Organisational skills / budget planning / project management / innovative and creative thinking	Knowledge on how to increase physical activity participation amongst target sectors Public Health – understanding local and national strategies for improving health and wellbeing	Minimal in the short term – projects and sessions would be on hold until a replacement was recruited to	Building resilience within the team so that everyone is aware of the different activities and projects taking place

Job title of SPOF: Senior Play Ranger

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Recruit externally or internally if suitable	Overall skills and experience of risky play type activities	Knowledge of the benefits of risky play	Lack of experience and Health & Safety at the sessions	Use experienced casual staff in the interim /

	<p>Health and Safety awareness and training for risky activities</p> <p>Innovative and creative thinking</p>	Rapport with parents / carers & children	Sessions will not be able to operate without experienced and competent staff	<p>recruit casual staff internally.</p> <p>Advertise/recruit externally – although this will take time and costs.</p>
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Job title of SPOF: Play Ranger

Succession Planning for this post	Risks, Skills required,	Knowledge and Networks	Impact on Service	Future options for providing the services
Recruit externally or internally if suitable	<p>Overall skills and experience of risky play type activities</p> <p>Health and Safety awareness and training for risky activities</p>	<p>Knowledge of the benefits of risky play</p> <p>Rapport with parents / carers & children</p>	<p>Lack of experience and Health & Safety at the sessions</p> <p>Sessions will not be able to operate without experienced and competent staff</p>	<p>Use experienced casual staff in the interim / recruit casual staff internally</p> <p>Advertise/recruit externally – although this will take time and costs</p>

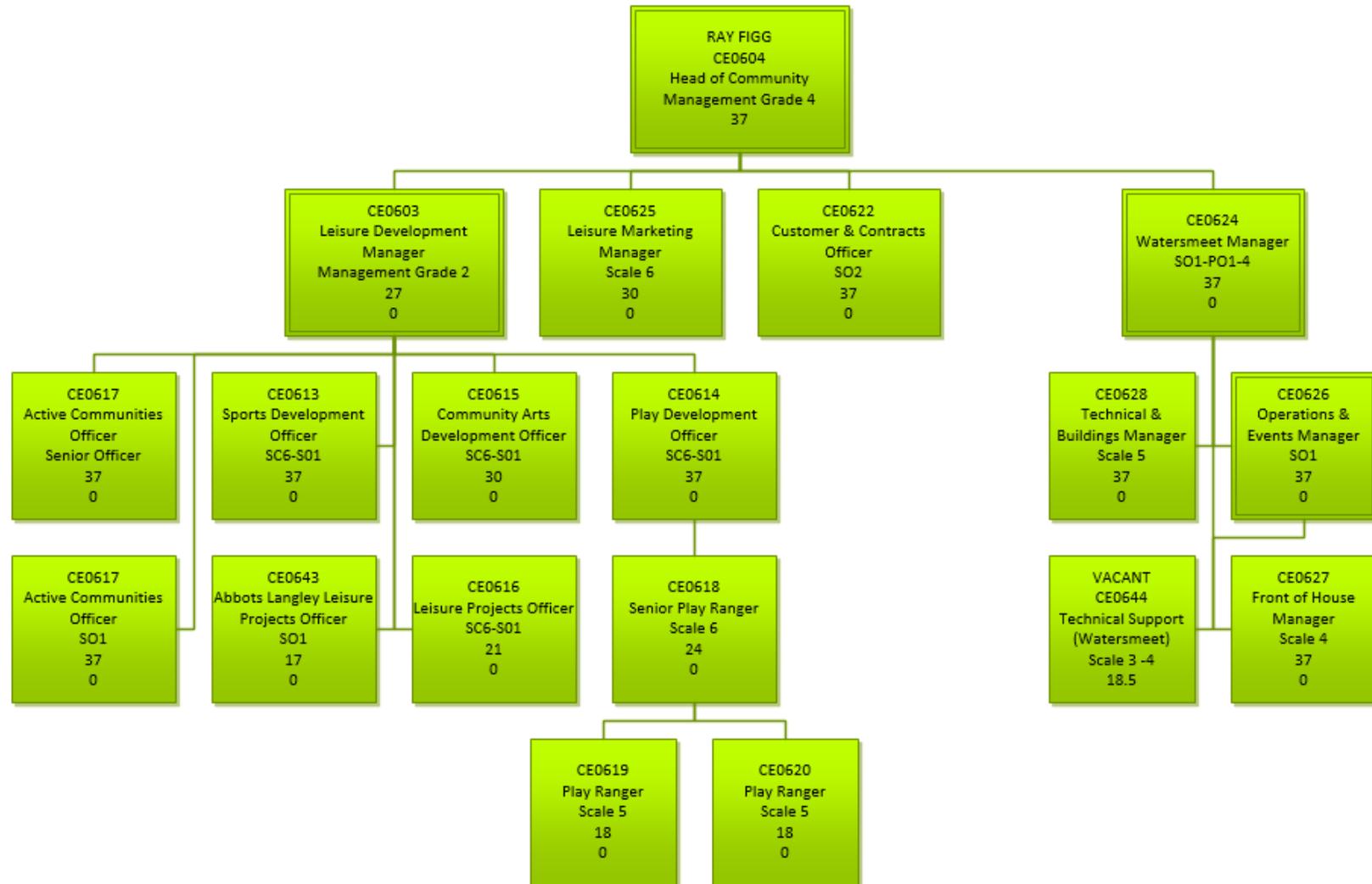
1.2.1 Summary of Team Skills/Qualifications

Please provide a summary of the Skills and Qualifications you require in order to provide your service to your customers.

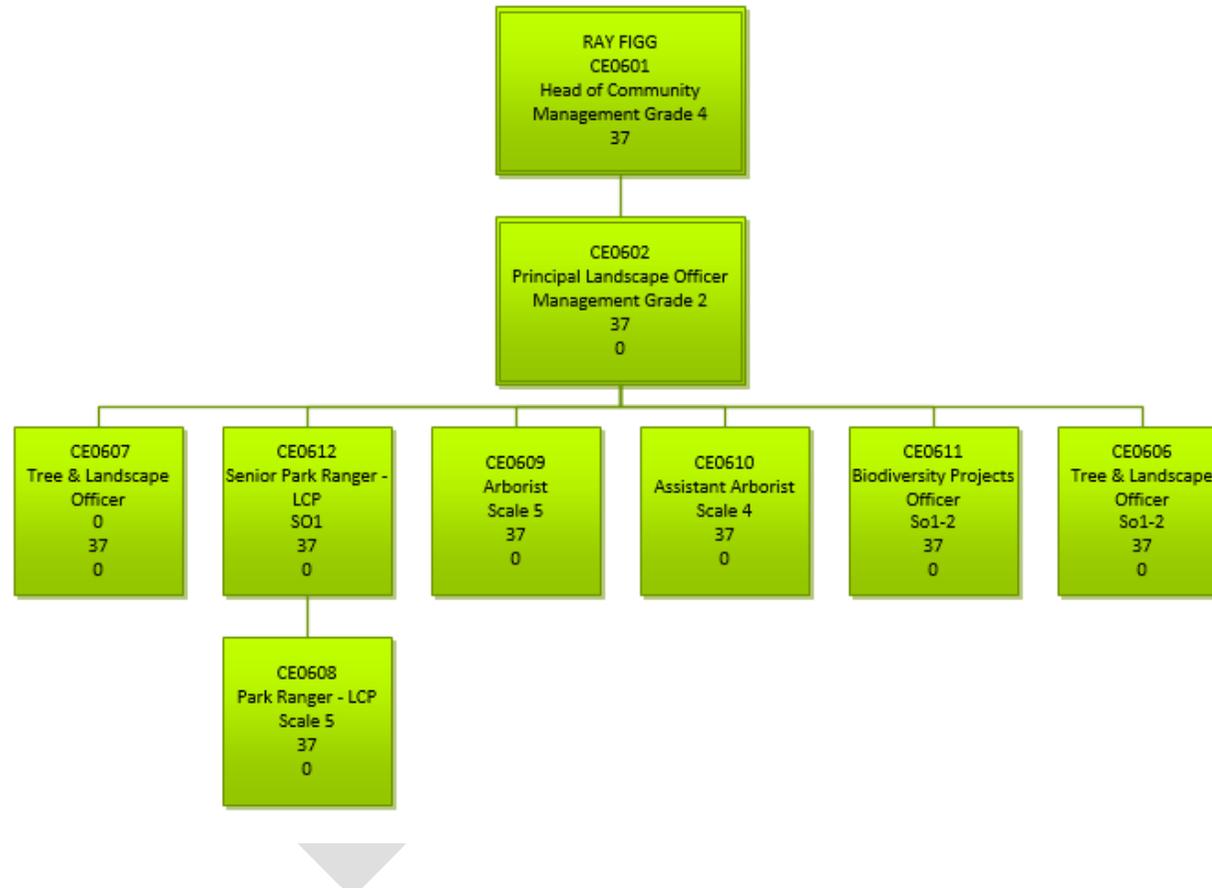
Job Title	Qualification	Continuing Professional Development required?
Play Development Officer	At least Level 3 in Early Years / Childcare Advanced Safeguarding Training	Yes
Leisure Development Manager	Advanced Safeguarding Training	Yes
Principal Landscape Officer	Degree in Landscape Architecture or equivalent	Yes

1.3 Service, Organisational Chart

Leisure



Trees & Landscapes



SECTION 2: OUTPUTS AND OUTCOMES

2.1	Performance management
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2.1.1 Contribution to the Councils' Strategic Aims and Objectives

As identified in the draft Strategic Plan 2020-2023 ('Lead Service'). Measures and targets should be developed further.

Strategic Plan Priority theme	Strategic Plan objective (inc. ref)	Service contribution to the Strategic Priorities
Housing and Thriving Communities	-	<p data-bbox="1115 603 1760 635">Heads of Service to complete this column only, please</p> <ul style="list-style-type: none"> - To increase Green Flag Accreditation - Develop management plans for open spaces - Number of attendances by adults at leisure, arts and cultural venues and activities - Number of attendances by children at leisure arts and cultural venues and activities - Number of attendances by vulnerable groups at leisure activities - Satisfaction with Parks and Open Spaces - Satisfaction with Leisure and Arts Venues - Satisfaction with play areas and other outdoor leisure facilities - Meet OFSTED requirements - Sheltered Housing Scheme - Venues within the Leisure Management Contract to be QUEST accredited - Provide education on wildlife and heritage

Sustainable Environment	-	<ul style="list-style-type: none"> - To increase Green Flag Accreditation - To manage TRDC woodland estate to an assured standard - Develop management plans for open spaces - Satisfaction with Parks and Open Spaces - Satisfaction with play areas and other outdoor leisure facilities - Provide education on wildlife and heritage
Successful Economy	-	<ul style="list-style-type: none"> - Number of attendances by adults at leisure, arts and cultural venues and activities - Number of attendances by children at leisure arts and cultural venues and activities - Satisfaction with Parks and Open Spaces - Satisfaction with Leisure and Arts Venues - Satisfaction with play areas and other outdoor leisure facilities
High Performing, Financially Independent Council	-	<ul style="list-style-type: none"> - To increase Green Flag Accreditation - To manage TRDC woodland estate to an assured standard - Develop management plans for open spaces - Number of attendances by adults at leisure, arts and cultural venues and activities - Number of attendances by children at leisure arts and cultural venues and activities - Number of attendances by vulnerable groups at leisure activities - Satisfaction with Parks and Open Spaces - Satisfaction with Leisure and Arts Venues - Satisfaction with play areas and other outdoor leisure facilities - Meet OFSTED requirements - Venues within the Leisure Management Contract to be QUEST accredited

2.1.2 Performance indicators

[See Data Quality Strategy for further details](#)

Performance indicators are used to aid the decision making process as well as assess the efficiency and effectiveness of service delivery. The data that we use must be accurate, reliable and timely. To meet these requirements we have adopted the Audit Commission's Standards for Better Data Quality. Further details of the Council's commitment to data quality can be found in the Strategic Plan.

Ref	Description	2018/19 Actual	2019/20 Target (Current year)	2020/21 Target (Next year)	2021/22 Target	2022/23 Target
LL34	To maintain accreditation for Green Flag	3	3	3	4	4
LL32	To manage TRDC woodland estate to an assured standard (Year 1 to achieve UKFS Management Plans for woodland estate)	-	Achieved (New PI)	Maintained	Maintained	Maintained
LL35	To ensure that all of our key parks and open spaces are in positive management	N/A	100%	100%	100%	100%
LL31	Number of attendances by adults at leisure venues and activities	445,588	460,473	461,000	462,000	463,000
LL24	Sheltered Housing Scheme: Percentage of older people reporting specific health benefits	95%	90%	9%	90%	90%
CP02	Satisfaction with parks and open spaces	89%	89%	89%	89%	89%
CP22	Satisfaction with sports and leisure facilities	84%	88%	88%	88%	89%
LL26	Beneficiaries from Three Rivers referred onto the Active Watford and Three Rivers Programme (funding ends in 2022)	N/A	80	130	150	-
LL33	Number of attendances by young people at leisure venues and activities	214,301	226,420	230,000	235,000	236,000
LL28	Children's Play schemes will "meet" the Ofsted requirements for Early Years provisions	Good	Good	Met	Met	Met
LL29	No. of attendances by children from low income families across the school holidays	1,014	1,250	1,250	1,250	1,250
LL30	Referral children's satisfaction with leisure projects	100%	90%	90%	90%	90%
LL36	To maintain 'Plus' QUEST accreditation at William Penn Leisure Centre	N/A	Plus (Good)	Plus (Good)	Plus (Good)	Plus (Good)

LL37	To maintain 'Plus' QUEST accreditation for South Oxhey Leisure Centre	N/A	Plus (Good)	Plus (Good)	Plus (Good)	Plus (Good)
LL38	To achieve 'Entry' QUEST accreditation for Rickmansworth Golf Course	N/A	Entry (Registered)	Entry (Registered)	Entry (Registered)	Entry (Registered)

The Head of Community Services is responsible for the source data, data entry and checking the data. The purpose of collating this data is to ensure that our services improve.

DRAFT

2.2 Project Management
[See the Project Management Framework for further details](#)

Add the following information for Each of your projects

Project details				Project Manager: Kelly Barnard/Dave Saunders	
				Project Sponsor: Ray Figg	
Project title				Proposed outcome	
Redevelopment of South Oxhey Leisure Centre				Provision of new main and teaching pool and updated leisure centre	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Majority of works completed	Full opening of South Oxhey Leisure Centre and closure of Sir James Altham Pool	N/A	N/A		

Project details				Project Manager: Damien Weller/Julie Hughes	
				Project Sponsor: Ray Figg	
Project title				Proposed outcome	
South Oxhey Playing Fields Green Flag Facilitation Works				Implementation of management plan and submission of Green Flag application	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Implementation of management plan objectives for year 2			Submission of Green Flag application	Maintain Green Flag	Maintain Green Flag

Project details				Project Manager: Julie Hughes	
				Project Sponsor: Ray Figg	
Project title				Proposed outcome	
Oak Processionary Moth (OPM) Tree Health				Management of tree stock to comply with Statutory Notices and in accordance with good practice	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones

Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Undertake/instruct surveys as appropriate	Treat any OPM nests		Review of project and develop plan for following year in conjunction with Forestry Commission		

Project details				Project Manager: Josh Sills / Ross Pettefer	
				Project Sponsor: Ray Figg	
Project title				Proposed outcome	
Watersmeet External Staircase (subject to PID approval)				To provide safe access to Watersmeet's roof for maintenance of ventilation and solar panels	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Project Procured	Works started	Works completed	N/A	N/A	N/A

Project details				Project Manager: Josh Sills / Ben Terry	
				Project Sponsor: Ray Figg	
Project title				Proposed outcome	
Watersmeet stage lighting replacement (subject to PID approval)				To replace auditorium and stage lighting with energy efficient LEDs	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Project Procured	Works started	Works completed	Potentially phased over 3 years	Potentially phased over 3 years	Potentially phased over 3 years

Project details				Project Manager: Charlotte Gomes / Lisa Cook	
				Project Sponsor: Ray Figg	
Project title				Proposed outcome	
Denham Way Play Area				Refurbished play area	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		

Consultation with the local community	Procure the work	Project installation	None	None	None
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Project details				Project Manager: Charlotte Gomes / Lisa Cook / Jo Copley Project Sponsor: Ray Figg	
Project title				Proposed outcome	
HLF – Leavesden Country Park				Deliver the agreed HLF project	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Complete works at East Lane Cemetery	Deliver the activity programme	None			

Project details				Project Manager: Charlotte Gomes / Lisa Cook Project Sponsor: Ray Figg	
Project title				Proposed outcome	
Primrose Hill Play Area – subject to confirmed funding from Abbots Langley Parish Council Project agreed as part of the Service Planning Process in 2019				Refurbish Primrose Hill Play Area - £100,000 budget S106 funds - £15,000 Capital - £23,500	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Agree funding with Abbots Langley Parish Council	Consultation	Planning Application submitted	Installation	None	None

Project details – Health and Wellbeing – Capital Funds				Project Manager: Charlotte Gomes / Freddy Chester Project Sponsor: Ray Figg	
Project title				Proposed outcome	
The Swillett – cycle pump track around the perimeter of the playing fields – subject to external funding Resident feedback highlighted that there was nowhere safe for children to cycle in Chorleywood				Accessible pump track for beginner cyclists to be able to cycle in a safe location – work with HCC to run cycle training post installation Capital - £8,250	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		

Secure external funding	Planning Application submitted	Installation	Project completed	None	None
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Project details – Health and Wellbeing – Revenue Funds				Project Manager: Charlotte Gomes / Elaine Johnson Project Sponsor: Ray Figg	
Project title				Proposed outcome	
Arts on Prescription – social prescribing				Improved Mental Health & Wellbeing for local residents with mental health conditions	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Prepare Projects	Deliver Project	Deliver Project	Deliver Project	None	None

Project details – Health and Wellbeing – Revenue Funds				Project Manager: Charlotte Gomes / Freddy Chester / Ryan Watson Project Sponsor: Ray Figg	
Project title				Proposed outcome	
Physical Activity Projects				Increased physical activity levels	
2020/21 Milestones				2021/22 Milestones	2022/23 Milestones
Quarter 1	Quarter 2	Quarter 3	Quarter 4		
Prepare Projects	Deliver Projects	Deliver Projects	Deliver Projects	None	None

2.3 Contracts
[See the Contracts Register for your contracts.](#)

Information for this section can be taken from the Contracts Register, hyperlink above

Title of Agreement	Service Area	Service Contact	Description of the goods and / or services being provided	Supplier Name	Contract Sum £	Start Date	End Date	Review Date	Option to extend and length of extension
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Management Services to TRDC's leisure venues	Leisure and Landscapes	Kelly Barnard, Leisure Contracts Officer	Management Services to TRDC's leisure venues	Sports and Leisure Management Ltd (SLM)	Sum varies annually	01/07/2018	30/06/2038	January 2036	Yes – 5 years
Box Office System	Watersmeet	Josh Sills Watersmeet Manager	Box office system and services	Tickets.com	£3,000 per annum + commission	01/08/2017	Ongoing	August 2022	N/A
Washroom Services	Watersmeet	Josh Sills Watersmeet Manager	Washroom services	PHS	£3,500 per annum	01/09/2012	Ongoing	August 2021	N/A
Intruder Alarm	Watersmeet	Josh Sills Watersmeet Manager	Intruder alarm	Secom	£1,100 per annum	Unknown	Ongoing	January 2021	N/A
Pantomime Contract	Watersmeet	Josh Sills, Watersmeet Manager	Production of the Pantomime	Jordan Productions Ltd	Circa £130,000 per annum	01/01/2020	31/12/2020	January 2021	Yes 2 – years (contract is 1+2+2)
Cleaning Contract (Watersmeet part of TRH contract)	Watersmeet	Josh Sills Watersmeet Manager	Cleaning services at Watersmeet	Tenon FM	£16,500 per annum	January 2018	January 2023	September 2023 – with Property Services	Yes – 5 years
Leavesden Country Park monitoring of Lottery Heritage Fund	Leisure and Landscapes	Charlotte Gomes	Monitoring and Evaluation reporting for the HLF project	Community First Partnership Ltd	£11,110	16/7/2018	28/2/2021	N/A	N/A
Holiday Referral Scheme	Leisure and Landscapes	Chelsi Langsford	Discounted holiday provision for TRDC residents attending holiday schemes	William Penn Leisure Centre, The Afterschool Club, Maple Cross School	8,000	01/12/2018	30/11/2019	November 2019	Reviewed annually

				and Junior Playmakers					
Booking System Contract for Leisure Activities (due to be procured)	Leisure and Landscapes	Charlotte Gomes	e-booking system for leisure activities	TBC	TBC	TBC	TBC	TBC	TBC

2.4 Risk Management

[Risk Management Registers](#)

As identified in the Risk Management Register for your Service. Simply add the information below

Risk Description	Residual Likelihood Score	Residual Impact Score	Residual Risk Score
Insufficient staff (including casual staff) - Service would not be able to be delivered	2	3	6
Total failure of ICT systems - Service would not be able to be delivered	2	3	6
Loss of accommodation - Service would not be able to be delivered	2	3	6
Fraudulent activity - Legal and criminal implications	2	2	4
Usage targets linked to Key Budget Indicators are not met - Financial implications – loss of service / closure of activities	2	2	4
Major capital project overruns or has unforeseen cost - Budgetary implications – poor public perception – legal implications	2	3	6
Loss of partner or agreed partnership funding (revenue or capital) - Unable to deliver projects – legal and financial implications	2	3	6
Council liable for fatality or serious accident at leisure venue or activity - Fatality / serious accident or injury Financial and legal implications	2	3	6

Poor public perception			
Failure involving major plant or equipment at leisure venue - Loss of income claim from Leisure Contractor – financial and legal consequences	2	3	6
Leisure Facilities Management: Operator fails to provide service as detailed within the Leisure Management Contract - Poor public perception Financial implications Legal implications	2	2	4
New BLYM facility doesn't realise growth in participation - Poor public perception Implications with Sport England as a funding partner Financial implications – could result in closure of the facility	2	2	4
The Council could fail to meet its legal obligations if it fails to Safeguard children and or adults at risk - High profile issue – poor public perception / reputation issues with partners Legal and financial implications	2	3	6
Service fails to appoint play scheme staff with relevant and appropriate training qualifications to meet Ofsted requirements for Under 8s play scheme - Service will be unable to cater for children aged under 8 years of age, which is half of the play scheme service	2	2	4
Newly installed/ refurbished play areas fail to pass post installation or routine inspections - Play area will remain closed until areas of failure remedied	2	2	4
Loss of S106 funding should projects not go ahead - Legal implications and loss of funding for local residents. Poor community perception	1	1	1
Poor satisfaction by residents if agreed projects do not go ahead e.g. play area refurbishments - Negative impact on the Council – poor satisfaction levels by the community and loss of trust	2	1	2
Tree failure causes damage to property rail accident/disaster, loss of life - Financial, legal and negative publicity implications on the Council	2	3	6
Successful appeal to the High Court or Lands Tribunal for refusal to permit works to trees or TPOs - Financial, legal and negative publicity implications on the Council	1	2	2

Very Likely -----> Remote Likelihood ----->	Low 4	High 8	Very High 12	Very High 16
	Low 3	Medium 6	High 9	Very High 12
	Low 2	Low 4	Medium 6	High 8
	Low 1	Low 2	Low 3	Low 4
Impact -----> Unacceptable				

Impact Score	Likelihood Score
4 (Catastrophic)	4 (Very Likely (≥80%))
3 (Critical)	3 (Likely (21-79%))
2 (Significant)	2 (Unlikely (6-20%))
1 (Marginal)	1 (Remote (≤5%))

Version Control

Version No.	Date	Reason for Update / Significant Changes	Made By
2	30/09/19	Addition of Watersmeet sections	JS
3	03/10/19	Addition of Leisure Development sections	CG
4	8/10/19	Amended acronyms	CG
5	8/10/19	Amended jargon and clarification on PIDs	JS
6	10/10/19	Included Health and Wellbeing Projects	CG