

# Appendix 2

## LEISURE SERVICES – Risk Log

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**Purpose** To enable all risks to be allocated a unique number, record the type of risk and an analysis of the status and action to manage the risk.

Risk Identification					Risk Analysis						Risk Control				
Risk No.	Date Raised	Risk Description	Risk Owner	Risk Manager	Category of risk	Control Description	Controls in place?	Likelihood	Impact	Priority	Opportunity to improve	Actions required to reduce risk	Action Mgr	Current Deadline	Completion date
LS1	07 Jul 05	Failure to meet national performance indicators resulting in scrutiny of service and threat to culture (CPA) star rating.  See also CB2, SS11	NH	TMc		Initiatives designed to increase participation in various target groups.  Programme of ongoing refurbishment plans  Sport England Benchmarks  Subsidy per head/per year identified  Co-ordinated action plan	Ave	High	High	16	Medium	<ul style="list-style-type: none"> <li>Identify gaps/scale of issue</li> <li>Identify subsidy per head/per year</li> <li>Develop co-ordinated action plan</li> <li>Individual SIPs to be developed in facilities with higher than average subsidies per head</li> </ul>	TMc LSMT LSMT TMc	31 Jan 07 31 Oct 05 31 Jan 06 31 May 06	31 Oct 05 31 Jan 06
LS2	07 Jul 05	Inadequate or no repair and maintenance of our outdoor facilities and grassed areas due to a lack of Inspection plan resulting in potential danger of injury to users and passers-by as well as a constant drain on an already overcommitted budget.  This risk to be considered for escalation to Directorate risk register	NH	TMc		There are no official inspections currently undertaken on the walls to our parks, closed churchyards or recreation grounds.  Asset management plans  Building management plans  Reactive response to problem rather than proactive.	Ave	High	High	16	Medium	<ul style="list-style-type: none"> <li>Decision to implement comprehensive programme of inspections</li> <li>Pursue opportunities to secure funding through other sources</li> <li>Commencement of Investment plan for community buildings</li> <li>Implementation of asset management plan</li> <li>Implementation of staff review</li> </ul>	LSMT LSMT CL LSMT LSMT	Ongoing - Review 31 May 06 Ongoing - Review 31 May 06 31 Jan 06 Ongoing - Review 31 May 06 31 Aug 06	31 Jan 06

LS8	07 Jul 05	Unable to deliver service to required standard due to budget reductions resulting in loss of users, reduced maintenance standards and damage to reputation.  <a href="#">See also CD7, SS13</a>  <a href="#">Linked to LS13, PR9</a>	NH	TMc		Regular budget meetings with staff at HQ  Half yearly check on budget performance  Regular checks on commitments to spend by service heads  Confidence in information provided by business managers  Adequacy of current control measure	Ave	High	High	<b>16</b>	High	<ul style="list-style-type: none"> <li>All budget holders to check FAMIS regularly to stay within budget</li> <li>Individual budget holders to manage their budgets</li> <li>Continued commitment to AccountX</li> <li>Include income (where appropriate)</li> <li>Scrutiny of PIs</li> <li>Establish and meet new CPA requirements</li> </ul>	LSMT	Ongoing - Review 31 May 06	
LS4	07 Jul 05	Failure to comply with new legislation has an adverse impact on service delivery	NH	TMc		Central Services (NSD & CXO)  ILAM & ISRM  APSE & local govt assoc  CX briefings  Managers communications sessions  Corporate Asset Management plan	Good	Med	High	<b>12</b>	Medium	<ul style="list-style-type: none"> <li>Greater effectiveness of support including better intelligence from Council/NSD</li> <li>Gain recognition of time/capacity issues caused by legislative changes</li> </ul>	TMc	Ongoing - Review 31 May 06	
LS5	07 Jul 05	Staff may be abused, intimidated or assaulted leading to injury, absence and/or an increase in workload for other team members.  <a href="#">Linked to FS9, FS14</a>	NH	TMc		Risk assessments  Induction training  Personal safety training  Recruitment process  Safety at Work Policy  PDA	Good	Med	High	<b>12</b>	Medium	<ul style="list-style-type: none"> <li>Promote reporting process</li> <li>Agree acceptable behaviour with service users</li> </ul>	LSMT	Ongoing - review 31 May 06	

LS3	07 Jul 05	Loss of key personnel leading to inability to provide a satisfactory level of service  <a href="#">See also PR11</a>	NH	TMc		PDA's and reviews	Ave	Med	High	12	Medium	<ul style="list-style-type: none"> <li>Introduce incentive schemes</li> <li>Career development</li> <li>Successful implementation and communication strategies to be developed</li> </ul>	LSMT LSMT LSMT	Ongoing - Review 31 May 06  31 May 06	
LS6	07 Jul 05	Failure to increase supply of coaches, volunteers and instructors, resulting in lack of capacity to deliver YES in 2006/7 resulting in failure to meet User, Partner and Members expectations  <a href="#">Linked to CB9, CB11, PR17</a>	NH	TMc		<p>Workforce modernisation plan incorporating skill development (project managed).</p> <p>Partnerships with Skills Active and local universities and other FE establishments.</p> <p>Partnerships with local and national sports governing bodies</p> <p>Partnership with North Tyneside PCT</p>	Ave	Medium	High	12	High	<ul style="list-style-type: none"> <li>Programme of coach/volunteer/instructor development</li> <li>Applications for funding</li> <li>Recruitment and training of 1000 coaches/volunteers/instructors</li> <li>Development of grant system for Ward Committees</li> </ul>	SL  SL  SL  TMc	30 June 06  31 Mar 06  31 Aug 07  30 Apr 07	

LS7	07 Jul 05	Failure to deliver the quality expectations of customers resulting in failure to meet growth targets, resulting in loss of revenue.	NH	TMc	<p>Project managed workforce modernisation programme including customer focused service improvement drawing of recognised best practice through pursuance of QUEST certification.</p> <p>Staff development</p> <p>Regular perception of quality of service</p> <p>Corporate complaints procedures</p>	Ltd	Medium	High	12	Medium	<ul style="list-style-type: none"> <li>Benchmarking exercise with local authorities of a similar size</li> <li>Meet APSE and Improvement and Development Agency (IDeA) best practice standards</li> <li>Establish and meet new CPA requirements</li> <li>Achieve appropriate external quality standards for parks (Green Flag)</li> <li>Comply with Practical Quality Assurance System for Small Voluntary Organisations (PQASSO) for community buildings</li> <li>Exploit the role of Scrutiny Committee/members</li> <li>Development of Towards an Excellent Service</li> <li>Pursue QUEST certification for another centre</li> </ul>	LSMT	30 Sep 06	
												LSMT	(31 Jan 06)	
												LSMT	31 Sep 06	
												TMc	31 Aug 05	31 Aug 05
												LSMT	(31 Jan 06)	
												LSMT	30 Sep 06	
												CL	31 Mar 06	
												LSMT	Ongoing - Review 31 Mar 06	
												TMc	(31 Oct 05)	
												LSMT	30 Apr 07	
												LSMT	30 Nov 06	
LS9	07 Jul 05	Play areas aging / becoming obsolete at the same time due to time of most installations (15 – 20 years ago) resulting in inability to replace like for like.	NH	TMc	<p>Playgrounds inspected 3 times per week - more often in parks for anything dangerous.</p> <p>Annual independent inspection on all playgrounds for danger or non compliance with current legislation.</p> <p>Repairs / removals made following this inspection – but not necessarily a replacement made due to funding restrictions.</p>	Good	Medium	High	12	Med	<ul style="list-style-type: none"> <li>Assist in development of NCC Play strategy including review of equipped play areas and consultation process for play area replacement</li> <li>Implementation of Parks and Green Space Strategy</li> </ul>	SSW	30 Sep 06	
												TMc	Ongoing - Review 31 Mar 06	

LS 10	07 Jul 05	Failure to manage expectation regarding '2006 Year of Exercise & Sport' resulting in damage to reputation	NH	TMc		Steering group LSMT	Ave	Medium	Medium	9	Med	<ul style="list-style-type: none"> <li>• Compile adequate budget</li> <li>• Increase staff resource</li> <li>• Media Launch</li> </ul>	LSMT	31 Dec 05	31 Dec 05
													LSMT	30 Apr 06	31 Jan 06
													LSMT	30 Apr 06	31 Jan 06
LS 11	07 Jul 05	NCC has adopted the Equality Standard for Local Government and failure to implement the actions from the Equality Impact Needs Assessments may result in not meeting our obligations embedded in anti discrimination legislation and lead to legal proceedings.  <a href="#">See also CB10, ES14, FS18</a>	NH	TMc		Staff training Divisional representation on DEOWG Each section's Equality Impact Needs Assessments complete with clear targets and monitoring of actions. Progress meetings Regular agenda item on LSMT PDAs Strategic Risk SE19	Good	Medium	Medium	9	Med	<ul style="list-style-type: none"> <li>• Attendance at corporate training</li> <li>• Opportunity to contribute to training content</li> <li>• Localised training</li> <li>• Raise at DMT as a corporate issue request support –BME guidelines in recruitment procedures</li> </ul>	LSMT	Review 31 Mar 06	31 Jan 06
													LSMT	Review 31 Mar 06	31 Jan 06
													LSMT	Review 31 Mar 06	31 Jan 06
													TMc	(30 Sep 05)	31 Jan 06
														30 Sep 06	
LS 12	07 Jul 05	Technical failure (IT systems/Facilities systems) preventing service delivery	NH	TMc		Annual service agreements Inspections In house maintenance teams Planned Maintenance Procurement of equipment Investment plan Service asset management plan IT Support Manual systems as backup	Good	Medium	Medium	9	Medium	<ul style="list-style-type: none"> <li>• Review/testing of contingency plans</li> </ul>	KB	30 Jun 06	

LS 13	07 Jul 05	Negative revenue prospects affecting reinvestment in facilities. Threat to sustaining and improving facility stock.  <a href="#">Linked to LS8, PR9, SS13, CD7</a>	NH	TMc		Financial profiles against catchments  Standard of facilities compared to competitors  Business Plans  Project management of key schemes.	Good	Low	High	8	Medium	<ul style="list-style-type: none"> <li>Workforce modernisation plan – appropriate staff development</li> <li>Marketing strategy</li> <li>Membership schemes/seasonal promotions</li> </ul>	KB  KB  KB	Ongoing - Review 31 May 06  Ongoing - Review 31 May 06  Ongoing - Review 31 May 06	
LS 14	07 Jul 05	A serious injury incurred by a child at an activity organised and run by NCC - there are innumerable scenarios from goalpost falling on head to coach colliding with child etc  <a href="#">See also CB9, ES8, FS4</a>  <a href="#">Linked to CD10, LS15, LS16, SS9</a>	NH	TMc		Risk assessments  Use of qualified staff  Checking of staff qualifications  Coaching manual/code of conduct  FA Foundation investment in facilities  Accident Log	Ave	Low	High	8	Low	<ul style="list-style-type: none"> <li>Ongoing review of risk assessments</li> </ul>	SL	Ongoing - Review 31 May 06	
LS 15	07 Jul 05	Staff, visitors and service users could be exposed to unnecessary health and safety risks leading to injury/death, loss of accreditation, litigation, and/or reputational damage.  <a href="#">Linked to CD10, SS9, LS16</a>	NH	TMc		NCC H&S System  Individual schemes have H&S plans  Method statements	Very Good	Low	High	8	Low	<ul style="list-style-type: none"> <li>Monitor</li> </ul>	TMc	Review 31 Mar 06	
LS 16	07 Jul 05	Risk of mishap during offsite activities - such as trips and visits, water sports, hazardous activities and international exchanges leading to injury/death, prosecution and loss of reputation  <a href="#">Linked to CD10, SS9, LS15</a>	NH	TMc		Risk assessments  Educational off site trips and visits policy  Coaching handbook  Education establishment procedures  External verification of service delivery  Suitably qualifies workers	Very Good	Low	High	8	Low	<ul style="list-style-type: none"> <li>Robust management/monitoring</li> <li>Sharing best practice with other authorities</li> </ul>	LSMT  LSMT	Ongoing - Review 31 Mar 06  Ongoing - Review 31 Mar 06	

LS 17	07 Jul 05	Use of transport could lead to injury/death, prosecution and loss of reputation  <a href="#">Linked to FS1, FS18</a>	NH	TMc		NCC transport policy Coaching manual Risk assessments	Good	Low	High	8	Medium	<ul style="list-style-type: none"> <li>Driver policy – MVTG driver's handbook</li> <li>Smarter risk assessments</li> </ul>	MVTG LSMT	Ongoing Ongoing	
LS 20	07 Jul 05	Oversubscription of applicants on one of our courses - the management of disappointed customers	NH	TMc		Comms strategy Staff Training	Ave	Medium	Low	6	Medium	<ul style="list-style-type: none"> <li>Communication</li> </ul>	SL	Ongoing - Review 31 May 06	
LS 21	07 Jul 05	Unable to obtain Heritage Lottery Bid for Ouseburn Parks due to lack of income generation to offset amount of capital needed as leverage resulting in huge disappointment and embarrassment to council officers and members as well as being unable to fund restoration via any other means  <a href="#">See also PR7</a>	NH	TMc		Currently marketing property to sell and requesting financial contributions from other agencies such as the Pure Project and the Environment Agency.  Deadline to submit application October for March decision.  Ongoing negotiations with City Treasurer for City's contribution  Ongoing negotiations with Heritage Lottery Fund	Ave	Medium	Low	6	Medium	<ul style="list-style-type: none"> <li>Decision on funding</li> </ul>	TMc	30 Sep 06	
LS 22	07 Jul 05	Failure to achieve a reduction in sickness absence to 8 days per person per year	NH	TMc		Manual handling training  Replacement of some of the heavier bollards with lighter versions  Payment for MRI scans  Occupational therapy  Physiotherapy service	Good	Low	Low	4	Medium	<ul style="list-style-type: none"> <li>Monitor</li> </ul>	LSMT	Ongoing - Review 31 Mar 06	
CLOSED RISKS															
LS 18	07 Jul 05	IT failure preventing service delivery  <a href="#">See also PR1, CD5</a>  <a href="#">Merged with LS12</a>	NH	TMc		IT support  Some manual systems as backup	A	L	M	6	M	<ul style="list-style-type: none"> <li>Develop contingency plans</li> <li>Discuss possible improvements to communication with ITN</li> </ul>	MT MT	31 Jan 06 31 Jan 06	31 Jan 06

LS 19	07 Jul 05	Failure to increase Health & Fitness admission targets to Newcastle Leisure facilities resulting in reprioritising target groups.  <b>Superseded</b>	NH	TMc		Marketing strategy and action plan.  NPMF  Project management of key schemes.	G	M	L	<b>6</b>	L	<ul style="list-style-type: none"> <li>• Dependent upon building programme completion</li> <li>• Monitor</li> </ul>	KB	31 Dec 06	
LS 23	13 Jul 05	Unsuccessful Meal event as a result of poor planning by LS resulting in damage to our reputation, possible injuries and subsequent claims for damages	NH	TMc		Event Safety Plan including consultation with Northumbria Police  Fundraising Strategy  Risk Assessments	Good	Nil	High	<b>4</b>	Low	<ul style="list-style-type: none"> <li>• Monitor</li> </ul>	CL	Ongoing - Review 31 Mar 06	

**Risk No.**

A unique identifying number must be allocated for each risk to enable risks to be suitably monitored.

**Date Raised**

Inset the date that the risk was first identified, to show a clear audit trail.

**Risk Description**

This should provide a brief description of the risk

*'There is a risk that (risk) may happen as a result of (cause) leading to (impact)'*

**Category of Risk**

**Directorate Risk Advisers** will categorise risks using the following:

• Environmental	• Technological	• Infrastructure
• Financial	• Communication	• Performance
• Statutory/Legislative	• Procurement	• Partnerships
• Property/Assets	• HR/Capacity	• Change Management
• Policy/Directional	• Political	• Vehicles
• Social Responsibility	• External Market	• Health & Safety

**Control Description**

This should provide a brief description of the control mechanisms currently in place.

**Adequacy of controls in place**

Very Good (1)	To best practice levels or above
Good (2)	Good control standards in place
Average (3)	Average controls in place
Some (4)	Some controls in place
Poor (5)	None or poor controls in place

**Likelihood**

High	Very likely to happen though not certain, a high number of occurrences and or losses
Medium	More likely to occur than not – probably happen in the next year
Low	Less likely than not to occur – possibly happen in the next 5 years
Nil	Unlikely to occur but not impossible – has rarely or never happened

**Impact**

Please refer to the Risk Tolerance Table.

Enter the highest "hit" in this field i.e. High, Medium, Low or Nil.

### **Opportunity to Improve**

High Potential (3)                      Easy / possible to make further improvements

Medium Potential (2)                    Difficult to make further improvements

Low Potential (1)                        Very difficult to make further improvements

### **Action**

Identify those tasks required to reduce the likelihood and/or impact.

### **Action Manager**

Insert the initials of the officer who has been assigned responsibility for action planning, monitoring and review.

### **Current Deadline**

Insert the date the action is due to be completed.

### **Completion Date**

Insert the date the action was finally completed.