



















New Proposals Risk Assessment – Leisure@ and Sport Play and Healthy Lifestyles Appendix A.1

Risk assessment of how the proposals will impact on the outcomes for Leisure@ and Sport, Play and Healthy Lifestyles (SP&HL)						
Outcomes Proposals	Ability to meet financial framework challenge	People are physically active	People enjoy new experiences	Children and Young People are Active and Healthy	Everyone can access services at affordable prices	Families are able to play together
<p>Leisure@; Savings achieved through changed working practices</p>	<p>Positive - modest savings of £39K proposed; services have a good track record at delivering savings.</p> <p style="text-align: right;"></p>	<p>Neutral – proposed changes to working practices should not impact on the provision of sport and recreation activities.</p> <p style="text-align: right;"></p>	<p>Neutral – proposed changes to working practices should not impact on the provision.</p> <p style="text-align: right;"></p>	<p>Neutral – proposed changes to working practices should not impact on the provision of sport and recreation activities.</p> <p style="text-align: right;"></p>	<p>Neutral – proposed changes to working practices should not impact on the price people pay.</p> <p style="text-align: right;"></p>	<p>Neutral – proposed changes to working practices should not impact on the provision of family related activities.</p> <p style="text-align: right;"></p>
<p>Leisure@; Key target growth areas – membership, children’s activities, courses, concessions</p>	<p>Positive - latent demand suggests that growth in membership by 250 achievable but income track record from membership is good.</p> <p style="text-align: right;"></p>	<p>Positive – through targeting certain groups, the proposals will encourage more people to enjoy sport and recreation facilities.</p> <p style="text-align: right;"></p>	<p>Positive – through encouraging more people to leisure@, the proposals will enable more people to enjoy new experiences.</p> <p style="text-align: right;"></p>	<p>Positive – the proposals will provide better activities and facilities for children.</p> <p style="text-align: right;"></p>	<p>Positive – through encouraging more people to attend and use the facilities, particularly through the use of concessions to attract groups that might otherwise not use leisure@.</p> <p style="text-align: right;"></p>	<p>Positive – through providing more activities and facilities for children the proposals will encourage more families to play together.</p> <p style="text-align: right;"></p>
<p>Leisure@; Price-based opportunities</p>	<p>Positive – some of the entry prices at leisure@ are cheaper than other similar facilities so this would suggest that prices could be increased by small amounts so increasing income for the centre.</p> <p style="text-align: right;"></p>	<p>Neutral – small increases in entry prices should not impact on the overall numbers of people accessing sport and recreation facilities.</p> <p style="text-align: right;"></p>	<p>Neutral – small increases in entry prices should not impact on the overall numbers of people enjoying new experiences.</p> <p style="text-align: right;"></p>	<p>Neutral – small increases in entry prices should not impact on the overall numbers of children using leisure@ particularly if this is balanced with better activities and facilities.</p> <p style="text-align: right;"></p>	<p>Negative – the proposed price increases could impact on the ability of people on low incomes to use leisure@. This may be countered by the use of concessions</p> <p style="text-align: right;"></p>	<p>Neutral – small increases in entry prices should not impact on the overall numbers of children using leisure@ particularly if this is balanced with better activities and facilities.</p> <p style="text-align: right;"></p>







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<p>Leisure@; Partnership opportunities – education, health, university</p>	<p>Positive – Leisure@ already has a good track record of working with partners and there are opportunities to generate additional income streams from being commissioned by NHS, GPs, care services to deliver healthy lifestyles activities for a range of groups.</p>	<p>Positive – through entering into more partnership arrangements, there are opportunities to develop new ways of encouraging a wider range of people to use the sport and recreation activities.</p>	<p>Positive - through entering into more partnership arrangements, there are opportunities to develop new ways of enabling more people to enjoy new experiences.</p>	<p>Positive – leisure@ already has strong partnership with 37 educational establishments; and there might be opportunities to develop additional partnership arrangements with other schools.</p>	<p>Positive – partnering arrangements will include opportunities to offer concessionary health and recreation opportunities at affordable prices; as leisure@ successfully do with the reactive programme.</p>	<p>Neutral – partnering arrangements might not specifically focus on opportunities for families to play together but the proposals will not undermine this.</p>
<p>SP&HL; Reduce the length of Play Ranger sessions, and operate with 3 staff instead of 4</p>	<p>Positive – the proposals will generate a small saving of £2k pa</p>	<p>Neutral – the proposals will not reduce opportunities for people to be physically active.</p>	<p>Neutral – the proposal to cut sessions by one hour will be less time for children and families to engage in outdoor activity.</p>	<p>Negative - The proposal to cut sessions by one hour will be less time for children and families to engage in outdoor activity. Fewer members of staff will reduce interaction with children and parents alike.</p>	<p>Neutral – The proposal will not impact on the price people pay to access the service.</p>	<p>Negative – The proposal to cut sessions by one hour will be less time for children and families to engage in outdoor activity. Fewer members of staff will reduce interaction with children and parents alike.</p>
















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Risk assessment of how the proposals will impact on the outcomes for Leisure@ and Sport, Play and Healthy Lifestyles (SP&HL)						
Outcomes Proposals	Ability to meet financial framework challenge	People are physically active	People enjoy new experiences	Children and Young People are Active and Healthy	Everyone can access services at affordable prices	Families are able to play together
<p>SP&HL; Increase cost of longer Play-Zone schemes by £1 per day from £14 to £15</p>	<p>Positive – the proposals will generate a small saving of £2k pa</p>	<p>Neutral - the proposals will not reduce opportunities for people to be physically active</p>	<p>Neutral - the proposals will not reduce opportunities for people to enjoy new experiences</p>	<p>Negative – the proposal to increase the costs of the play-zone may prevent some children from low income families from accessing the service.</p>	<p>Negative – the proposal to increase the costs of the play-zone may prevent some low income families from accessing the service and therefore price out those that need the service due to low income. However the schemes will continue to be subsidised and will remain cheaper than alternative commercially operated day care providers.</p>	<p>Negative – the proposal to increase the costs of the play-zone may prevent some low income families from accessing the service.</p>
<p>SP&HL; Introduce small charge for taking part in some activities at Family Events</p>	<p>Positive – the proposals will generate a small saving of £2k pa. Previous feedback has indicated that parents are largely willing to pay for good quality events.</p>	<p>Neutral - the proposals will not reduce opportunities for people to be physically active</p>	<p>Neutral - the proposals will not reduce opportunities for people to enjoy new experiences</p>	<p>Negative – the proposal to introduce a small charge for events may put off a small amount of families with large number of children.</p>	<p>Negative – the proposal to introduce a small charge for events may put off a small amount of families with large number of children. Payment for events has not been introduced before due to BIG Lottery funding which has ended.</p>	<p>Negative – the proposal to introduce a small charge for events may put off a small amount of families with large number of children.</p>

























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Outcomes Proposals	Ability to meet financial framework challenge	People are physically active	People enjoy new experiences	Children and Young People are Active and Healthy	Everyone can access services at affordable prices	Families are able to play together
<p>SP&HL; Reduced expenditure of leaflet production and distribution and focus more on e-marketing.</p>	<p>Positive – the proposals will generate a small saving of £1k pa.</p> 	<p>Neutral - the proposals will not reduce opportunities for people to be physically active</p> 	<p>Neutral - the proposals will not reduce opportunities for people to enjoy new experiences</p> 	<p>Neutral - the proposals will not reduce opportunities for children and young people to be active and healthy</p> 	<p>Neutral - the proposals will not impact on the price people pay to access the service.</p> 	<p>Negative – the proposals will mean that every child is no longer given a leaflet, therefore families without internet access may not receive information, and may be unaware of programmes.</p> 

Service Provision Direction of Travel Assessment – Leisure@ and Sport Play and Healthy Lifestyles Appendix A.1

Charac- teristics Proposals	service outputs	outcomes for people	Service delivery principles	sustainability impacts	equality impacts
Leisure@; Savings achieved through changed working practices	Neutral –the proposals will not impact on the achievement of service delivery outputs, though we need to make sure that the proposals do not lead to a rise in customer complaints. 	Neutral – see risk assessment above 	Neutral - the proposals will not impact on the achievement of service delivery principles 	Neutral – the proposals will not impact on the achievement of sustainability principles 	Neutral – the proposals will not have any negative impacts in relation to equality and diversity. 
Leisure@; Key target growth areas – membership, children’s activities, courses, concessions	positive – the proposals will increase footfall and a range of other key outputs 	Positive - see risk assessment above 	positive – the proposals will help leisure@ meet the service delivery principles 	Negative – although the building already has a commendable B rating, the proposals may lead to a more intensive use of facilities which is likely to increase energy consumption to some degree. This could be mitigated by capital investment in renewable schemes (eg PV, biomass CHP rather than gas?) rainwater harvesting and solar heating. 	Positive - The proposals are generally positive in regard of equalities seeking to maintain existing programmes that support disabled people, older people, people with mental ill-health. The centre has also worked with BME groups are currently has a female only swim session targeted at Muslim women. 
Leisure@; Price-based opportunities	Neutral – although small price increases may have an impact on overall attendance, this will be countered by an increase in income. 	Neutral - see risk assessment above 	Neutral - the proposals will not impact on the achievement of service delivery principles 	Neutral - the proposals will not impact on the achievement of sustainability principles 	Negative – the proposed small price increases may impact on the ability of certain groups to access leisure@ 

Service Provision Direction of Travel Assessment – Leisure@ and Sport Play and Healthy Lifestyles Appendix A.1

Direction of travel assessment for the Leisure@ proposals					
Charac- teristics Proposals	service outputs	outcomes for people	Service delivery principles	sustainability impacts	equality impacts
Leisure@; Partnership opportunities – education, health, university	Positive – increased partnership arrangements will increase footfall, attendance at specific activities and participation from key groups. 	Positive - see risk assessment above 	Positive - increased partnership arrangements will support the delivery of the service delivery principles, particularly those around equal access and delivering services in partnership with others. 	Neutral - the proposals will not impact on the achievement of sustainability principles 	Positive – the proposed partnering arrangements will increase attendances from disabled people, older people, people with mental ill-health. 
SP&HL; Reduce the length of Play Ranger sessions, and operate with 3 staff instead of 4	Neutral – the proposals will not impact on the ability of the service to deliver the required service outputs 	Negative – see risk assessment above. 	Neutral - the proposals will not impact on the achievement of service delivery principles 	Neutral - the proposals will not impact on the achievement of sustainability principles 	Neutral – the proposals will not have any negative impacts in relation to equality and diversity. 
SP&HL; Increase cost of longer Play-Zone schemes by £1 per day from £14 to £15	Neutral – the proposals may deter a small number of low income families, but the play zone will still be cheaper than other commercial playschemes. 	Negative – see risk assessment above. 	Neutral - the proposals will not impact on the achievement of service delivery principles 	Neutral - the proposals will not impact on the achievement of sustainability principles 	Neutral – the proposals will not have any negative impacts in relation to equality and diversity. 
SP&HL; Introduce small charge for taking part in some activities at Family Events	Negative - the proposals may deter a small number of low income families 	Negative – see risk assessment above. 	Neutral - the proposals will not impact on the achievement of service delivery principles 	Neutral - the proposals will not impact on the achievement of sustainability principles 	Negative – the proposed small price increases may impact on the ability of certain groups to access the service. 
SP&HL; Reduced expenditure of leaflet production and distribution and focus more on e-marketing.	Neutral – the proposals will not impact on the ability of the service to deliver the required service outputs 	Neutral - see risk assessment above. 	Negative – the proposal will reduce the amount of information that we provide to local residents about the service 	Neutral - the proposals will not impact on the achievement of sustainability principles 	Neutral – the proposals will not have any negative impacts in relation to equality and diversity. 