

Leisure Service Plan

SERVICE PLAN 2024/25

1. SERVICE OVERVIEW

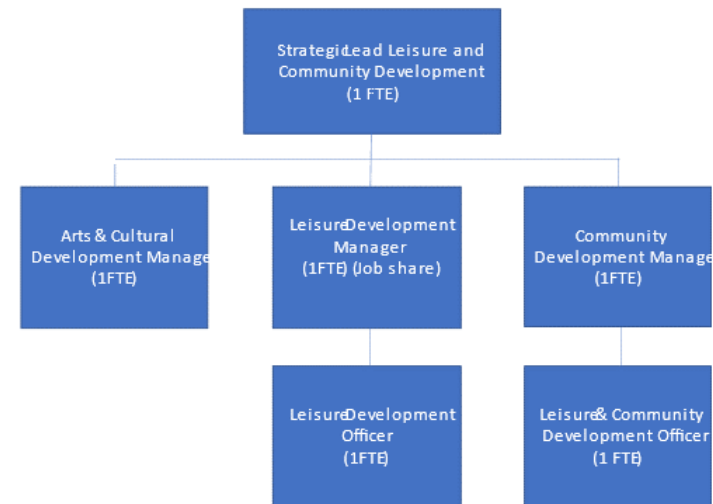
INSERT BRIEF OVERVIEW OF TEAM

The Leisure and Community Development Team endeavours to deliver positive outcomes for our community, aligned to the Council’s priorities, through the considered distribution of grant funding and provision of activities for residents of all ages, such as sport, physical activity, arts and culture. We do this by working alongside and in partnership with statutory, voluntary and health partners with a particular focus on less advantaged areas of the borough, empowering communities, and redressing inequalities. Our targeted activities help to improve/maintain physical and mental health as well as improving community cohesion. The work that we do also helps to instil pride in Spelthorne as a great place to live, work, study and invest in.

The team prides itself of demonstrating the Council’s values on a daily basis, and in our interactions with the public, partners, and members. We are responsive and flexible, open, and accountable with a focus on delivering value for money. The service also leads on the management, and the procurement of, the leisure operator contract for the Council’s two leisure centres, currently operated by Everyone Active; as well as the Council’s annual discretionary community grant funding programme; supporting the Grants Panel; monitoring and challenging grant recipients throughout the year; supporting the voluntary sector to respond to the cost of living and energy crisis, and as we recover from the pandemic.

WHO WE ARE

- Strategic Lead for Leisure and Community- 1FTE
- Community Development Manager – 1 FTE
- Leisure Development Manager – 1 FTE (job share)
- Arts and Cultural Development Manager – 1 FTE
- Leisure Development Officer - 1 FTE
- Leisure & Community Development Officer – 1FTE



WHAT WE DO: Service Purpose and Core Business Functions

The Leisure and Community Development Team contribute to the corporate priorities of Community, Recovery, Environment, and Service Delivery by:

- Developing strategies and policies, working with partners to develop sport leisure and arts based activities for people of all ages. Helping to build individual’s and community resilience and ensure that our communities are physically and mentally healthy and can live as independently as possible.
- Utilising the borough’s assets, parks and open spaces; enabling activities which encourage residents and visitors to spend time in Spelthorne, thereby improving community cohesion, community resilience, pride in the area, supporting the local economy as well as addressing issues such as isolation and anti-social behaviour.
- Leading the Council’s Annual Community Grants Programme in consultation with councillors.
- Liaising with partners to raise awareness of issues relevant to the community.
- Responding to queries from elected members on strategic issues relating to leisure and community service.

SERVICE AREA – provide “Golden Thread as to how service links to corporate plan	Link to corporate plan priorities (CARES) objectives and values (PROVIDE)
<p>New Spelthorne Leisure Centre and new Leisure Operator contract The leisure centre operator contract was awarded to Places Leisure in November 2023. During the service plan delivery timeframe April 2024-March 2025, the team will actively work to support Places Leisure to plan and prepare for opening of the new Spelthorne Leisure Centre in 2024.</p>	Community Recovery Environment
<p>Leisure Centre Liaison and Contract Management The contract covers both Spelthorne and Sunbury LC. As the contract was not awarded to the incumbent operator, SLM (Everyone Active), we will work with SLM to produce a robust Lead-out Plan. This plan will provide for contractual matters and matters related to the lease of both facilities to protect the Council’s leisure centre service delivery. The Leisure and Community Development service also needs to be prepared to increase the client monitoring function to ensure quality of service during the lead-out period.</p>	Community Recovery Service Delivery

<p>Active Lifestyle and Wellbeing</p> <p>The aim of the service area is enabling the provision of community activities to increase participation in a range of low cost/free active lifestyle activities for all ages. This programme includes activities delivered directly by our service area and those we facilitate by empowering local clubs/organisations to deliver.</p> <p>We will:</p> <ul style="list-style-type: none"> • further align our service priorities and approach to delivery with the County Sport Partnerships 10-year strategy, 'Movement for Change', so that everyone, but with a particular focus on those who need it most, can benefit from the individual advantages of being physically active and contribute to the building of safer, more connected and more resilient communities. • monitor the Council's Health and Wellbeing Strategy, taking ownership of actions where required including ensuring the new leisure operator contract embeds affordability and accessibility for residents. • work with a range of statutory and voluntary organisations to ensure the delivery outcomes of the active lifestyle programme align with our strategic priorities, reaching those most in need of our service. • continually review and change our approach to delivering the Surrey Youth Games so that more young people from less advantaged backgrounds benefit from participation. • work with partners to facilitate more low cost/free activities in less advantaged areas, examples of this include new outreach programmes such as fitness initiatives and through youth centres. • develop and expand our walking and cycling for health initiatives to increase numbers of people able to benefit from these schemes. • work with partners to ensure that grant funding opportunities highlighted in the Playing Pitch Strategy are shared with local schools and partner clubs - review actions and deliverables in year 3. 	<p>Community Recovery Service Delivery</p>
<p>Arts, Heritage and Wellbeing</p> <p>Developing arts partnerships with statutory and voluntary groups to raise awareness of funding opportunities and enable the provision of arts, heritage and wellbeing activities for people of all ages, but specifically focussing on harder to reach groups in less advantaged areas. Spelthorne Museum and the Resource Centre are examples of our arts and heritage facilities.</p> <p>We will:</p> <ul style="list-style-type: none"> • implement the Arts and Culture Strategy maximising opportunities for the development and delivery of arts and cultural activities helping to bring communities together, reducing isolation and improving confidence, mental resilience, and opportunities to develop skills for people of all ages. 	

<ul style="list-style-type: none"> • work with partners to develop community outreach opportunities and skills training. • champion the development of the Oast House, Staines-upon-Thames as a flexible arts venue, and endeavour to bring the facility in to use as soon as practicable. • explore alternative ways to develop cultural infrastructure locally developing the local arts partnership and with creative industries. • continue to liaise with Surrey County Council regarding the Library Transformation Programme and relocation of Staines Library to a new site within Staines town centre. Supporting Spelthorne Museum to move with the library and working with partners to optimise the cultural and heritage offer through the new library setting due to open towards the end of 2024. • work with communities and partners to produce a programme of arts activities utilising funding secured through the Shared Prosperity Fund. 	
<p>Community Development</p> <p>Collaborating with partners, statutory bodies and voluntary organisations, as well as the community to develop initiatives to improve the quality of life for less advantaged communities in Spelthorne. Overseeing the distribution of council grants to ensure financial aid is reaching those in need and making the difference it was intended as well as helping to develop opportunities to aid recovery from the pandemic, cost of living crisis and fuel poverty.</p> <p>We will:</p> <ul style="list-style-type: none"> • work with Independent Living to implement the Health and Wellbeing Strategy • work as part of the health partnership to develop collaborative initiatives to address issues such as mental and physical health and emerging needs prioritised by the partnership. • continue to explore and develop opportunities in and around Sunbury Common to improve the community offer. • continue to develop the council engagement with communities through the Resident Associations Forum. • continue to embed the Food and Welfare Network providing support to local foodbanks against the back-drop of the cost of living and fuel poverty crisis. • continue to work with Assets, the VCFS and health partners to inform the NHS initiative to build a Health & Wellbeing Centre • work with partners to deliver the Shared Prosperity Fund project to increase the confidence of voluntary community groups to develop and submit funding bids. • continue to support veterans and members of the armed forces community working with service charities, neighbouring authorities and Surrey and Borders NHS Foundation Trust as part of our ongoing commitment 	

<p>to the Armed Forces Covenant.</p> <ul style="list-style-type: none"> engage with local communities and develop the Council's community response to any potential Heathrow expansion proposals. 	
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KEY ACTIVITIES/PROJECTS FOR 2024/25 – Significant one-off activities and projects to be undertaken in 24/25 (Projects need to have a business case, PID report before any revenue or capital growth bid is included in the tables below, before you prepare a report for MAT.

Insert the relevant ‘enabling actions’ actions your Team intends to undertake in the coming year to help maximise your resources to achieve service priorities and contribute towards the Corporate Plan priorities and objectives. These will include specific actions that contribute to your team’s work and include any significant ICT projects, specific areas of development in terms of assets, major capital projects and any actions to mitigate against identified service risks. **Ensure fully cover budgetary issues and address climate change impacts** (i.e. does scheme contribute to reducing carbon emissions or meet other social and environmental criteria)

KEY ACTIVITIES DELIVERING THE COUNCIL’S CORPORATE PLAN And other key statutory and service elements						
What is our corporate priority (CARES) ? Is the function statutory or non-statutory	Provide clear outline of what the service wants to achieve including projects and outcomes/deliverables	How will we measure the difference made?	Is a business case required? and when do you hope to action the achieve this by?	Who is the lead officer?	Which Committee sign off?	Other service resources e.g. procurement and budget required mention if also potential growth bids

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
			Or Is this just a growth bid?			
Community, Service Delivery Discretionary	To scope, research, draft priorities and finalise a new Community Leisure Strategy with a robust set of priorities that align with local need and Corporate Priorities.	Regular monitoring of performance	Business case not required. March 2025.	Strategic Lead	Community Wellbeing & Housing Committee	Communications Community & Stakeholder Consultation budget
Community, Service Delivery Discretionary	Should the incumbent leisure operator not win the new leisure contract, the team will ensure the operator provides a robust Lead-Out Plan. This plan will provide for contractual matters and those in either facility lease.	Regular monitoring of performance	Business case not required. June 2024	Strategic Lead	Community Wellbeing & Housing Committee	Assets, Legal, Communications
Community, Service Delivery, Recovery Discretionary	New Spelthorne Leisure Centre celebratory event. The event will raise the profile of the new centre, increase pride amongst the Spelthorne community and help to drive membership and optimise usage.	Regular monitoring of performance	Business case not required. December 2024	Leisure Development Manager	Community Wellbeing & Housing Committee	Communications, potential growth bid as extraordinary activity unique to the opening of the new leisure centre
Community, Service Delivery, Recovery Discretionary	Surrey Youth Games – Continued support for the Surrey Youth Games encourages increased focus on target communities and helps to build community cohesion and resilience amongst younger members of the community	Monitoring and analysis of postcode data.	Business case not required. July 2024	Leisure Development Manager	Community Wellbeing & Housing Committee	
Community, Service Delivery, Recovery Discretionary	Shared Prosperity Fund – Cultural Kick Starter: The project will drive forward an enhanced cultural agenda locally, through public support and through increased collaboration and partnership working to increase the offer of art and cultural activities, addressing the impacts	Regular monitoring of performance Number of events, public participation and additional funding secured	Ongoing Project March 2026	Arts and Cultural Development Manager	Community Wellbeing & Housing Committee	Comms, Assets, Economic Development, Neighbourhood Services

KEY ACTIVITIES DELIVERING THE COUNCIL'S CORPORATE PLAN And other key statutory and service elements						
	of covid, improving mental health and raising aspirations.					
Community, Service Delivery, Recovery Discretionary	Shared Prosperity Fund – Oast House Consortium Take forward plans to develop the Oast House, Staines-Upon-Thames, into a vibrant centre for the arts. Bringing it back into use at the earliest opportunity to reduce ongoing costs to the council and acting as a catalyst for cultural activity; community activity, education and skills development, supporting health and wellbeing of residents.	Regular monitoring of performance Increasing the level of public engagement with the arts and increasing the local arts offer	Ongoing Project March 2026	Strategic Lead	Corporate Policy & Resources	Comms, Assets, Economic Development
Community, Service Delivery, Recovery Discretionary	Shared Prosperity Fund - working with VSNS to upskill communities to access grants Supporting VCS groups to develop skills and confidence to submit more successful funding bids and draw funding into the borough.	Regular monitoring of performance Number of funding bids submitted by organisations and additional funding drawn into the borough	Ongoing Project March 26	Community Development Manager	Community Wellbeing & Housing Committee	Comms, VSNS
Community, Service Delivery, Recovery Discretionary	Grant Funding Programme: monitoring and challenging grant recipients throughout the year; supporting the voluntary sector to respond to the cost of living and energy crisis	Regular monitoring of top funded organisations and 6 month review of all grant funded organisations	Business case not required. March 25	Community Development Manager	Community Wellbeing & Housing Committee	Comms,
Community, Service Delivery, Recovery Discretionary	Work in liaison with Independent Living on the Action plan linked to the Health and Wellbeing Strategy	Regular monitoring of performance	Business case not required. March 25	Leisure Development Manager	Community Wellbeing & Housing Committee	Independent Living, Comms,

2. RESOURCES 2023/24 IDENTIFY FOR EACH SERVICE AREA – THIS SHOULD BE YOUR APPROVED FIGURES FOR 2023/24 (ASK YOUR SERVICE ACCOUNTANT FOR ASSISTANCE AS REQUIRED).

Service Area	Revenue Expenditure	Capital Budget	Projected Income	Staff (Full time)	Key risks for budget
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	Budget £	£	£	equivalents)	
Leisure & Community Development	798,600	0	385,000	6	Direct implications if the leisure operator is unable to pay management fee in the event of another pandemic for example
					Staff retention and quality of employment pool with increasing living costs.
					Additional costs to repair ageing facilities
					Potential of addition expenditure of cost benefits of Passivhaus savings aren't realised
					Funding for Solar Panels for Sunbury leisure centre are currently being sought from Climate Change funding budgets. It may be that the work is undertaken in the next financial year and has been included here for completeness
					Please note that Shared Prosperity Funding is not covered under the Leisure and Community Development Budget and is held in a separate budget by Finance
Total	798,600	0	385,000	6	

Revenue													
Savings - Revenue													
Total Savings - Revenue													

Revenue, Staff and Savings Bids 24/25, 25/26 and 26/27. Given the medium term financial strategy is extremely tight please consider likely impact of each items beyond 24/25 where feasible or where savings may emerge, it is essential that you enter figures for 25/26, 26/27 and 27/28, if you don't believe there will be any figures for a year enter n/a (not applicable).

[Financial issues, pressures and opportunities in period 25-26 to 27-28?](#)

Use a separate line for each item.

Provisional 2024/25 revenue cost/income budget requested.

Service Area	Revenue Expenditure Budget	Projected Income	Staff (Full time equivalents)	Savings	Total budget
Total 2024/25	677,800	(249,100)	365,100 (6FTE)	0	793,800
Expenditure Costs	0	0	0	0	0
Project Income/Lost Income	0	0	0	0	0
Staff	0	0	0	0	0
Savings	0	0	0	0	0

Total 2024/25 Provisional Revenue Budget 2024/25	677,800	(249,100)	365,100 (6FTE)	(0)	793,800
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Significant/Material anticipated revenue budget impacts:

Please highlight any estimate financial impacts (positive or adverse) anticipated over the next four years. For example this could arise from new anticipated statutory requirements, contractual inflation/new contracts; impact of population growth etc

Service Cost Centre	Issues Description	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
	Increased income from Leisure centre management fee	TBC	TBC	TBC	TBC
	Ongoing maintenance of Sunbury leisure centre not covered by the contract		(To be met from Assets Service Plan)	(To be met from Assets Service Plan)	(To be met from Assets Service Plan)
Total £000s		X	X	X	x

Total Capital													

3. CARBON FOOTPRINT – working in conjunction with our Climate Change Officer please highlight in the table below how you intend to reduce the Carbon Footprint (by tons) within your department over the next four years and beyond, if there is an invest to save element in your plans, please ensure that the cost element is highlighted in the relevant section above for revenue and or capital bids

Cost Centre	Initiative	24/25	25/26	26/27	27/28
	Passivhaus Leisure Centre	Operational from Summer 2024	600 CO2 tonnes per annum	600 tonnes CO2 per annum	600 tonnes CO2 per annum
	Solar Panels on Sunbury Leisure Centre	Funding sought for installation in 2024/25			
	Encouraging staff to reduce reliance on paper	Ongoing	Ongoing	Ongoing	Ongoing
Total carbon reduction by ton					

4. PROCUREMENT CONTRACTS – please list below all contracts under £40,000 that will lapse and or will need to be renewed over the next four years

Cost Centre	Supplier	Contract details	2024/25 £000s	2025/26 £000s	2026/27 £000s	2027/28 £000s
n/a						

Total £000s			X	X	X	x

5. KEY PERFORMANCE INDICATORS - *These measure performance for key ongoing activities of the service and corporate performance monitoring on a quarterly basis – NB review and consider meaningful as well as statutory KPIs – KPIs will be reported to Committees quarterly.*

Code	Key indicator description	Time period	Target
LCD1	Run at least 20 community leisure activities in our less advantaged areas, working with community groups to deliver & promote these. Eg Club 4, Xplorer events, Walking for Health, free outdoor gym sessions, cultural lantern parade, arts workshops.	24/25	10 Community Leisure Activities
LCD2	Number of vulnerable families who have been issued with subsidised vouchers for leisure activities.	24/25	200 families to be referred
LCD3	Research, public and stakeholder consultations to facilitate the development of the Leisure Strategy	24/25	strategy adopted
LCD4	Sustain at least 95% of the pre COVID-19 annual Leisure Centre attendance figures.	24/25	341,595 at Sunbury Leisure Centre. 530,019 at Spelthorne Leisure Centre
LCD5	Grant funding awarded within budget and in a timely manner as agreed by the Funding Panel	24/25	Funding paid out by May 2024
LCD6	Shared Prosperity Funding utilised within given year.	24/25, 25/26	

7. KEY ISSUES/RISKS FOR 2024/25 – this section highlights key issues/risks which may affect other services that work with us or support our work (add in rows as appropriate. Please ensure cover future and current service risks. In light of corporate risk please ensure consider each area fully.

WORKFORCE PLANNING ISSUES/TRAINING REQUIREMENTS
<ul style="list-style-type: none"> • Staff retention and suitability of candidates in light of increased cost of living. • Difficulty recruiting staff due to limited pool of workers in the job market. • Staff training: additional costs training new recruits to succeed in delivering their roles and increasing job satisfaction of existing staff. • Passivhaus monitoring training • Contract monitoring training
COMMUNICATION/CONSULTATION
<ul style="list-style-type: none"> • Increased communications surrounding new leisure operator; construction of new leisure centre, planning for new Oast House arts centre, Health and Wellbeing centre, SCC library and museum relocation. • Food and Welfare Network Group • Health and wellbeing conveyance of key messages
LEGAL ISSUES (likely to require additional legal support)
<ul style="list-style-type: none"> • Ensuring the leisure operator continues to fulfil all contractual obligations and in relation to dilapidations of Sunbury Leisure Centre • Renewal of leases/licences in relation to voluntary community sector occupation of council assets including • Renewal of service level agreements with key VCS organisations • Preparation of licences concerning use of pitches and delivery of paid activities.
GDPR
<ul style="list-style-type: none"> • Ensure databases have been updated taking account of retention policy. • Ensure all processes and procedures are followed.
PROCUREMENT OR CONTRACTS (upcoming procurements or contracts required)
<ul style="list-style-type: none"> • Partnership agreements in relation to new arts facility and development of Oast House arts facility • Tennis operator contract • Licences to conduct exercise in parks

ICT (e.g. provide information on systems to be purchased or support needed)
<ul style="list-style-type: none"> • New software system to manage new Leisure Contract. (as above) • Ensure all staff are appropriately trained to maximise the benefits of Microsoft Teams • Issues over folders duplicated by IT in Teams and deleted from the T-drive • Issue over people still using T-drives and potential for data to be unwittingly lost.
Climate Change
<ul style="list-style-type: none"> • Increased incidents of drought or water shortages impact on summer events and health and safety of people taking part in activities. • Flash flooding risks to ageing leisure centre and assets within flood zones. • Court surfaces damaged by excessive heat. • Additional cost of opening leisure centres as warm refuges in cold weather. • Additional utility costs subject to further price rises.
SERVICE RISKS (consider likelihood and impact) – relate where appropriate to corporate risk
<ul style="list-style-type: none"> • Direct implications if the current Leisure Operator is unable to pay management fee • Fuel shortages and increased cost of fuel on voluntary community groups. • Increase in inflation pushing up cost of service delivery and building costs for the new Leisure Centre • Cost of living crisis and increase in demand for voluntary sector services and use of foodbanks, fuel poverty • Potential risk of a reduction in grant funding budget • Potential for General Election, resulting in alternative government and change in priorities • Inability to find suitable candidates to fill establishment • Team members going on maternity or long-term sick leave. • Resurgence or new strain of Covid-19 or another pandemic, further lockdowns and or reintroduction of social distancing, furlough scheme (or absence there of) and further need for financial support for the leisure operator
NON-LEGAL ISSUES
n/a
EQUALITY and DIVERSITY
n/a

8. LOOKING FURTHER AHEAD: OTHER KEY ISSUES/RISKS FOR THE NEXT THREE YEARS – issues e.g. legislation that we need to plan for in the medium term, financial changes, climate change,

SERVICE AREA
<ul style="list-style-type: none"> • Impact of the cost-of-living crisis on the demand for support from VCS and demand for support from the sector. • Conclusion of Leisure Operator procurement process and potential of new operator being appointed. Consequently risks associated with the run out of the current contract. • Climate change and potential instance of flash floods.

9. KEY CONTACTS

Lawrie Baker	Active Surrey
Nick Charalambous	Spelthorne Youth Hub
Karl Miles	SLM
Alex Heath	Willmott Dixon
Mark Gowdridge	GT3
Will Deeprose	Clyde and Co
Jack Wagstaff	North West Surrey Alliance and Public Health
Solette Sheppardson	VSNS
Becky Whale	CARS
Catherine Learmonth	Surrey Arts
Charlotte Hall	Arts Partnership Surrey
Denise Perry	Arts Council England
Gavin Stride, Purdita Hunt	Surrey Cultural Partnership
Rebecca McCutcheon	Royal Holloway University London
Dan Burton	Shepperton Studios
Daniel Shurlock & Jean-Pierre Moore	Surrey County Council
Andy Edmeads and Joana Santos	Visit Staines (Staines Bid)

10.0 MANAGEMENT AND PORTFOLIO HOLDER

10.1 Group Head’s comment/signoff

Signature/ date	Comments
Karen Sinclair 24 August 2023	The team have faced a series of staff changes over the past year but moving forwards the staffing structure will hopefully remain more stable. The new Leisure Centre will continue to be a significant focus of the team however there is also a great deal of work and input to support the Spelthorne Healthy Communities Partnership Board, arts and leisure and the voluntary sector. My sincere thanks for everything the team has accomplished

10.2 Comments/sign off from the Deputy Chief Executive

Signature/date	Comments
T.Collier 24/8/23	A wide ranging and exciting set of initiatives, particularly looking forward to see the new Leisure Centre opening in summer 2024, but equally welcome the focus on community outreach and engagement, the working alongside Independent Living and Health colleagues and the focus on stimulating venues for artistic outlets. Well done to the team.

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Version:	V3
Date of issue	
Originator:	
Reviewer:	
Plan Status:	Final

19-4-23

Appendix A SERVICE PLAN TEMPLATE – Risk Appetite

There are numerous Services operating across the Council, possibly with varying risk appetites. Being clear on your Service risk appetite will assist you as Managers in making transparent and informed risk-based decisions as part of service provision and delivery of objectives, as well as ensuring the application of proportionate actions and risk mitigation measures (as far as practical and possible) that align with your appetite.

As an example to assist the risk appetite of the Regeneration and Growth Service sits is outlined below:

Appetite Category	Minimal	Cautious	Exploratory	Seeking
Appetite Description	Areas where Spelthorne will apply a strong control environment to reduce or minimise the likelihood that a risk will occur and/or reduce the impact of any risk	Areas where Spelthorne seeks low-risk delivery options and will pilot innovation only in a controlled environment	Areas where Spelthorne strikes a balance between the potential upside benefits and downside risks of a decision and explores new solutions and options for delivery	Areas where Spelthorne takes risks by working with new ideas and approaches, looking for innovation and recognizing that failures are an opportunity for learning and improving.
How are each of these appetites articulated when applied across the RAF impact measure for ‘Service Provision’	Services delivered as planned with mandated developments only	Tried and tested changes made. Use of limited pilots to develop new approaches	Open to new ways of doing things and taking a balanced and pragmatic (capacity-driven) approach to making changes	Continuous re-evaluation of services and how they are delivered to explore new ideas, learn from failures to invest in ever-improving delivery
What is the Council’s overall risk		X		

appetite for 'Service provision' (CURRENT)?				
Use the information above, review the content within your Service Plan and reflect on your Service approaches to establish where your specific Service risk appetite is currently positioned. Add X				
Appetite Category	Minimal	Cautious	Exploratory	Seeking
New Spelthorne Leisure Centre			X	
Leisure Centre Contract		X		
Active Lifestyle and Wellbeing				X
Arts and Cultural Development				X
Community Development			X	
Grant Funding		X		
Why does your service risk appetite(s) sit against this category? Provide one or two examples of practices and approaches within your Service to support your assessment. For example, if you define your Service(s) to have a minimal or cautious risk appetite is this influenced by a strong regulatory working environment presenting wider implications or repercussions if this appetite category was not adhered to.				

Low risk community initiatives such as arts and leisure delivery mean that we can take a more exploratory approach and pilot initiatives to see what works well.

Grant Funding: Where the council is reliant on distributing public funds a more risk averse approach has been taken and measures put in to satisfy the risk appetite such as assessing organisations finances, experience of service delivery, or customer satisfaction.