SPORT ENGLAND

Examples of potential areas of risk in relation to community use, their impact and mitigation

Governance risks

Potential risk	Potential impact	Steps to mitigate risk
Governing body (GB) unclear about the value of community use.	• Missed opportunities for meeting needs of school and local community • Achievements of some young people in school not developed or recognised • Benefits of community sport not recognised	• Identify 'champion' governor • Develop induction & training for governors on value of community use to school • Share case studies with governors • Identify potential benefits to your school of community sport
No clear responsibility for operational management issues.	• Senior leaders become involved in day to day running of community use • Decisions not made at strategic level for community use	• Consider how community use fits into your structure with clear roles and accountability • Clarify the role of the head teacher and/or another staff responsible. • Identify best management & staffing structure for your school
GB not sure where to start in relation to community use.	• Options taken do not fit needs of school or local/wider community	• Identify a working group to consider options and decide which is best fit for your situation • Use Sport England case studies
Limited capacity in to take on a community use remit.	• Schools do not fully meet the needs of the local community • Missed opportunities to promote the school and access other sporting and community opportunities	• Identify best management structure that fits your schools needs • Work in partnership with local authority, sports providers (CSP) and Sport England on how issues can be overcome.

Financial risk

Potential risk	Potential impact	Steps to mitigate risk
Lack of confidence in developing a sustainable business model	• Business model is unworkable and school does not generate any income • Community use is short lived • Business model not flexible or innovative	• Find out what all stakeholders want and need including any existing problems • Test various operational models for current/future needs, selecting the most satisfactory to meet your needs
No adequate provision made for renewal, maintenance and repairs	• Greater intensity of use means more repairs/maintenance to buildings & equipment • Costs not identified in revenue stream and community use becomes financially unsustainable	• Talk to other schools and providers to check assumptions and costs • Identify what equipment community groups and sports clubs can provide • Identify contingency budget to cope with unforeseen issues and sinking fund for long term maintenance/ renewals
Revenue finances not kept on track	• Community use becomes unsustainable • Confusion about what school finance can be used for and cannot be used for.	• Establish a separate budget for community use • Set up a financial accounting system for regular reporting and frequent review
Hire charges too high/too low	• Do not attract users to your facilities • Attract groups that do not meet your community /sporting aspirations	• Work with other local providers to identify common pricing structure for community use • Set clear policy about type or groups you want to attract and how these can support school aims and local/wider community aims

November 2014: Examples of potential areas of risk in relation to community use, their impact and mitigation

www.sportengland.org/use-our-school

Operational risks

Potential risk	Potential impact	Steps to mitigate risk
Unsure about who is responsible for operational management issues	• Lack of decision making and day to day issues not resolved • Lack of confidence from community users and school staff	• Identify how community use fits into your existing structures including accountability and reporting mechanisms • Clarify the role of the head teacher and/or other staff responsible. • Identify best management & staffing structure for your school
Issues with programming of facilities	• Facility use is unfair or inequitable and favours a few user groups • Programmes duplicate other facilities/services in the community	• Produce a clear access policy that reflects your needs and the communities' needs. • Work closely with other local providers to map out what to provide and when
Security concerns for school site	• Users accessing areas of school site that are not part of community facilities • No control of who comes onto school site	• Look at different layers of security – exit/entry points, lock off areas dependent on time of day/activity. • Consider if your site layout requires staff to manage community access
Concerns regarding cleaning, supervision and administration	• Increased cost implications • Revised terms and conditions and working arrangements	• Cost out any potential staffing costs clearly when planning. • Put in place a 'terms & conditions of hire' agreement • Seek guidance from Sport England • Investigate adapting the timetable of existing cleaning/caretaking staff to accommodate community use.

Compliance risks

Potential risk	Potential impact	Steps to mitigate risk
Liability and responsibility	• The school and governors are unclear in relation to community use	• Ensure that all staff and governors are clear about their role and carry out duties in good faith • Identify key legal and regulatory requirements • Allocate responsibility for key procedures • Put in place monitoring and review processes
Compliance with legislation	• School does not comply with health and safety and safeguarding legislation • Loss of confidence in school • Action against school	• Ensure safeguarding of children top priority for everyone involved and put in place a community use safeguarding policy (see the Safeguarding Check and Challenge Tool) • Ensure booking terms and conditions cover safeguarding, health and safety and insurance liability • Conduct risk assessments and review fire safety, accident and first aid procedures annually. • Ensure all community groups receive an induction

November 2014: Examples of potential areas of risk in relation to community use, their impact and mitigation

www.sportengland.org/use-our-school

External/Environmental risks

Potential risk	Potential impact	Steps to mitigate risk
Ofsted inspection	• Exclusive focus on standards and achievement and no recognition of wider community work	• Ensure that there is a clear philosophy and ethos about value, and importance of community use/sport and impact on learning is revisited and shared with all school leaders.
Lack of grants available for capital/revenue community sport	• Loss of opportunity for school to access new/additional funding	• Ensure good working relationship with community partners to promote facility access • Have clear monitoring and evaluation process to show the difference and impact that opening up the school sporting estate has on the community
PFI providers change	• Change in relationship between school/LA and provider. Making community use more difficult	• Establish good relationship with providers identifying local community needs and PFI providers' role in community development and engagement. • Share examples of PFI schools from Sport England case studies
Community do not use facilities	• Potential revenue loss • Community outcomes not met	• Understand community needs and what barriers there are (see Your Market topic page) • Work with local partners to identify facility needs • Put in place marketing strategy in partnership with other community / sport stakeholders.

November 2014: Examples of potential areas of risk in relation to community use, their impact and mitigation

www.sportengland.org/use-our-school