

LIBERTY LEISURE LIMITED BUSINESS PLAN 2022-2025

The Liberty Leisure Limited Business Plan ensures that the company's projects and performance develop the business objectives of the company while contributing towards the priorities of Broxtowe Borough Council.

This plan outlines the project priorities that Liberty Leisure Limited will implement to develop the company so it can continue to exceed the business objectives agreed with Broxtowe Borough Council.

The priority of the company is to deliver an efficient service for Broxtowe Borough Council while continuing to make contributions to the Council's Corporate Plan priority of **Health**. The company delivers a programme of opportunities to have a positive impact on the health of local people, to do this Liberty Leisure Limited is guided by the Service Agreement with the Council.

The business plan focuses on the delivery of actions for the coming financial year. A suite of milestones and Key Performance Indicators (KPI) will be used to monitor progress against key tasks and targets.

The Council's Vision for Broxtowe is 'a greener, safer, healthier Broxtowe where everyone prospers'.

Liberty Leisure Limited's values that contribute to the Councils vision are:

- Innovation – Constantly evolving our offering
- Care – Caring for our community
- Employees – recognising our staff and ensuring a happy workforce for all
- Integrity – always acting with integrity
- Value – Delivering value for all
- Fun – Vibrant and diverse leisure, culture and events that enrich lives

Liberty Leisure Limited specifically contributes to Broxtowe's Corporate Plan by:

- Encouraging active and healthy lifestyles in every area of the Borough
- Supporting the council to produce and deliver its Leisure Facility Strategy

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Leisure Facilities Strategy	The future of leisure facilities within the Borough of Broxtowe	March 2021	Deputy Chief Executive
Broxtowe Borough Council Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time" with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2024	Chief Executive
Broxtowe Events Strategy 2015 and Beyond To be changed to Cultural Services Plan to encompass both events and museum	Events strategy document providing a framework for delivering events	2022- March 2024	Managing Director
Get Active Strategy <i>(Previously Sports Strategy)</i>	Providing the opportunity, motivation and support to enable people to be more active than ever before	March 2022, to be updated Sept 2022	Managing Director
Joint Use Agreement	Provides legal framework for the management of the joint-use facilities in partnership with Notts County Council and school governing bodies	Agreement with Chilwell School subject to 2 years notice	Managing Director/Deputy Chief Executive
Service Level Agreement	Provides an operating agreement with EMET / Kimberley School	Expected agreement to be from Sept 2022 for 3 years	Managing Director/Deputy Chief Executive

2. LIBERTY LEISURE LIMITED VISION AND VALUE

Promote active and healthy lifestyles in every area of Broxtowe (He1)

Service Areas covered by this Plan	Service Objectives
Vision	Leisure, Culture and Events at the heart of our community
Mission	To earn the lifelong loyalty of our customers through delivering first class leisure, culture and event services
Values	<ul style="list-style-type: none">• INNOVATION – constantly evolving our offering• CARE – caring for our community• INTEGRITY – always acting with integrity• SAFETY – provide safe and secure facilities and events• VALUE FOR MONEY – delivering value for all• EMPLOYEES – recognising our staff and ensuring a happy workplace for all• FUN – vibrant and diverse leisure, culture and events that enrich lives
Operational Areas	<ul style="list-style-type: none">• Bramcote Leisure Centre; Kimberley Leisure Centre; Chilwell Olympia• Get Active• Events• D.H. Lawrence Birthplace Museum• Business Development

3. MEASURES OF PERFORMANCE AND SERVICE DATA

PERFORMANCE INDICATORS

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Indicator Owner and Comments (incl. benchmarking)
Total Attendances for Liberty Leisure Limited LLLocal_G02	1,709,356	1,743,511	1,602,979	237,626	1,058m	887,100	930,000	From March 2022 there has been a significant fall in attendances at the leisure sites due to: <ol style="list-style-type: none"> 1. COVID-19 Pandemic 2. Loss of facilities and school use at Kimberley LC 3. Daytime closure of Chilwell Olympia The way attendances are calculated has been reviewed removing estimated data such as daytime school attendance
<i>Leisure Centres</i> LLLocal_G11	No comparative data	No comparative data	No comparative data	237,626	1,047,795	850,000	890,000	
<i>Museum</i> LLLocal_H01	No comparative data	No comparative data	No comparative data	0	1,265	4,500	5,500	

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Indicator Owner and Comments (incl. benchmarking)
Events <i>LLLocal_E08</i>	No comparative data	No comparative data	No comparative data	0	8,940	27,500	27,500	2023/24 target assumes that additional ring fenced events funding agreed for 2022/23 continues
Get Active <i>LLLocal_S01</i>	No comparative data	No comparative data	No comparative data	0	0	5,100	7,000	
Total number of members (fitness and swim school) <i>LLLocal_G12</i>	7,470	8,040	8,175	1,410	6,080	7,000	7,700	Business Manager 6,365 is the November DD collection number. 2022/23 forecast is based on the November collection + 10% growth. A 10% increase is also assumed for 2023/24.
Total Number of Annual Direct Debits Collected <i>LLLocal_G06</i>	89,864	96,454	98,110	16,923	73,000	83,590	90,000	Fitness 43,545 direct debits for the year 2022/23 Swim 40,045 direct debits for the year 2022/23
Percentage of direct debits collected <i>LLLocal_G13</i>	98.3%	98.2%	98.2%	97.8%	98.3%	98.4%	98.4%	Business Manager

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Indicator Owner and Comments (incl. benchmarking)
Total Income (excluding management fee) LLLocal_G05	£3.423m*	£3.574m	£3.638m	£3.866m	£2.755m	£3.073m	£3.125m	Managing Director
Operating Expenditure (including central charges) LLLocal_G04	£4.396m	£4.236m	£4,593m	£4.735m	£3.830m	£3.915	£3.875m	Managing Director Assumes that an agreement for the delivery of leisure at Kimberley Leisure Centre is agreed and implemented in August 2022 Excludes capital depreciation and pension back pay adjustments

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Indicator Owner and Comments (incl. benchmarking)
Management Fee from the Council to Liberty Leisure Ltd LLData_G05	£1.160m	£1.030m	£995,000	£850k	£845,000 Events £130k Museum £98k Leisure Centres £557k Get Active £60k	£845,000 Events £229k* Museum £177k Leisure Centres £374k Get Active £106k *(inc £40,900 ring fenced additional funds)	£815,000 Events £235k** Museum £175k Leisure Centres £340k Get Active £106k **(inc £40,900 ring fenced additional funds)	Final comments to follow once final budget approved The management fee for 2022/23 is made of £845k for the entire service with an additional ring fenced amount of £40,900 approved by Leisure and Health committee on 24 November 2021 for additional events
Subsidy per visit all service areas LLLocal_G07	58.1 pence	38.0 pence	57.8 pence	49.7 pence	86.0 pence	99.0 pence	92.0 pence	Managing Director Calculation based on Management fee + additional events funding divided by forecast attendances
Subsidy per visit - Leisure Centres LLLocal_G14	No comparative data	No comparative data	No comparative data	No comparative data	53.0 pence	44.0 pence	38.0 pence	Managing Director
Subsidy per visit - Get Active LLLocal_S05	No comparative data	No comparative data	No comparative data	No comparative data	No delivery due to pandemic	£20.78	£15.14	Managing Director

Indicator Description (Pentana Code)	Achieved 2017/18	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2021/22	Target 2022/23	Target 2023/24	Indicator Owner and Comments (incl. benchmarking)
Subsidy per visit - Events LLLocal_E01	No comparative data	No comparative data	No comparative data	No comparative data	£14.54	£8.32	£8.54	Managing Director
Subsidy per visit - Museum LLLocal_H02	No comparative data	No comparative data	No comparative data	No comparative data	£77.47	£44.24	£31.82	Managing Director

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2021/22 – 2023/24 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for the next three years. In doing so priority leaders should consider:

- In which service areas could new commercial activities be undertaken?
- How much additional income could be generated from the new commercial activities?
- Would additional resources (employees, equipment, systems etc.) be needed to undertake the new commercial activities? If yes, outline these with estimates of costs.
- How will these new commercial activities link into the Council’s Medium Term Financial Strategy, Capital Programme, Business Strategy and Commercial Strategy?
- Will the new commercial activities affect existing Revenue and Capital budgets? If yes, then remember to include the net income or costs to Section 5 ‘Link Key Tasks and Priorities for Improvement to the Financial Budgets’.
- Please identify new ‘**commercial activities**’ in the comments column.

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Operate alternative leisure provision from the existing Kimberley Leisure Centre site LL2225_K01 (New)	Continue to provide fitness and swim facilities for community use during the day and evenings	East Midlands Education Trust Kimberley School Broxtowe Borough Council	Managing Director Start: May 2022 Review: Nov. 2023 End: April 2025	Specific for the Kimberley site. Expenditure (excluding oncosts) 2022-23 = £855k including 5 months operating with existing agreement 2023-24 = £740k Income 2022-23 = £798k inc 5 months operating with existing agreement 2023-24 = £757k Attendances 2022-23 = 219,300 Review period to consider an agreed end date or 18 month contract extension

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Grow fitness and swim school memberships LL2124_G01	Recover income lost during the lockdowns by increasing direct debit collections from fitness and gym school membership	Les Mills (<i>Virtual Classes</i>) Innovatise (<i>App development</i>) Gym Sales (<i>Membership prospecting</i>) Primary Care Network (<i>Health referral partner</i>) Big Wave (<i>Performance Analysis</i>)	Managing Director Leisure Centre Managers Business Manager April 2021 to March 2024	Total forecast annual DD collection is 79,300. This is an increase of 15.3% the forecasted 68,800 collections for 2021/22 Average monthly targets for 2022/23 is: - fitness 3,375 direct debits collected - Swim School 3,233 direct debits collected Actions to achieve targets are detailed within the Pentana performance management software. No additional revenue developments are required with the business team delivering the actions within the 2022/23 budget
Implement the exercise referral scheme LL2023_G08	Provide a sustainable supported referral opportunity for people with medical needs who will benefit from exercise	Primary Care Network (PCN) Social Prescribers Public Health –ABL Community Health / Physio workers PICS respiratory services	Managing Director Get Active Officer April 2022 to March 2024 Review September 2022 for performance to date and opportunities to expand the programme	PCN funded feasibility phase completed. Scheme to be delivered from April 2022 Sustainable referral scheme at zero net cost: Additional ongoing expenditure 2022/23 = £17,780 and 2023/24 = £18,200 To breakeven for 2022/23 the average monthly referral sign ups is 19 people for 2022/23 Opportunities to grow to be reviewed in quarterly meetings with the PCN
Implement a first aid training programme LL2023_G02	LLL to provide a First Aid training programme to be sold commercially	NUCO Broxtowe Borough Council	Managing Director Kimberley Leisure Centre Manager Start April 2020 End March 2023	Feasibility delivered during 2021/22 within existing resources. Additional ongoing expenditure 2022/23 = £35,500 and 2023/24 £36,000 Breakeven for 2022/23 is £35,600 (27% of the capacity) On-going income from 2023/24 £66,000 being a surplus income of £30,000 (50% of the capacity)

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Deliver the Cultural Services Plan 2022-25 LL2225_E01 (New)	Increase the number of local people accessing a cultural service Merge the staff from the community events and museum teams to create one Cultural Services team.	Broxtowe Borough Council The D.H. Lawrence Society Parish Councils Hemlock Jubilee Committee	Managing Director Cultural Services Manager April 2022 to March 2025	Significant actions from the Service Plan 2022/24 will be added to the Pentana Performance Management System All developments for 2022/23 will be contained within the finances detailed in this business plan. Revenue implications for 2023/24 will be reported to the council and Board of Directors
Procure and implement a new Leisure Management System LL2225_G02 (New)	Improve the customer journey at each leisure site through a better online booking process	Procurement for new system began in Sept 2021	Managing Director Business Manager BBC Procurement Officer BBC ICT Manager Implement September 2022	Existing expenditure £44,600 New annual expenditure £49,000 Additional costs are included within the company's finances for 2022/23 and onwards Benefits of the new system will bring the opportunity to review membership pricing structures, automated waiting list management and customer communications, streamlined DD admin, increased online transactions all which improve customer service and operational efficiencies

PLANNING FOR FUTURE BUSINESS ACTIONS

Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<p>Review the new staffing structure implemented at Kimberley Leisure Centre LL_FB.2022b (New)</p>	<p>Review: administrative efficiency – centralise elements of the work Diversify the skills of staff and review all job descriptions Restructure how staff are deployed e.g. sales / retention Ascertain the financial savings that could be made if a similar staffing model was implemented at Bramcote Leisure Centre and Chilwell Olympia</p>	<p>Human Resources ICT</p>	<p>Managing Director Site Managers May 2022 to September 2022</p>	<p>The review will determine the feasibility and scale of potential staffing changes within Liberty Leisure Ltd. Timescales and financial implications will be ascertained on the completion of the review with any actions that arise from the work to be detailed in the 2023/26 Business plan Potential benefits include broader job roles to address potential changes in the employment market, flexible contracts, cross site working, improved staffing resilience</p>
<p>Review Swim Lesson provision LL_FB.2022c (New)</p>	<p>To determine the feasibility of increasing swim lesson choice; e.g. one-ones, smaller groups, crash course sessions, moving learners more quickly through the system; improve retention</p>	<p>Big Wave</p>	<p>Managing Director Business Manager / Site Managers September 2022 to December 2022</p>	<p>Review to consider: Bottlenecks / underutilisation at different lesson levels Alternative pricing options / lesson sizes / one to ones / teaching points Any recommended changes to be implemented during 2023/24</p>

Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<p>Explore the feasibility and develop a business case to increase the opening hours of Chilwell Olympia to full pre pandemic opening</p> <p>LL2124_G04</p>	<p>Increase usage and improve the financial efficiency of Chilwell Olympia</p> <p>Reopen the gym and fitness class programme at Chilwell Olympia to operate alongside a daytime programme of targeted activities</p> <p>Development of 7 targeted activity sessions totalling 18 hours for vulnerable people</p>	<p>Partners to deliver targeted daytime activity include:</p> <p>A range of Health Services e.g. PCN; Connect Health; ABL; Diabetes; Respiratory Services</p> <p>Chilwell School</p>	<p>Managing Director Leisure Centre Managers Business Manager</p> <p>Start January 2022</p> <p>Business case to support the decision to implement additional opening by September 2022.</p> <p>Implement additional opening from April 2023</p>	<p>Business plan to consider:</p> <ol style="list-style-type: none"> 1. Number of additional opening hours 2. Restructure of staffing to support reopening 3. Additional costs incurred 4. Additional income 5. Targeted activities are financially sustainable and have ongoing partner support <p>A business case will be presented to the Board of Directors for consideration before implementing further opening hours</p>
<p>Direct Debit Bureau</p> <p>LL_FB.2022d (New)</p>	<p>Determine the feasibility of developing an external direct debit custom</p> <p>Additional annual revenue generated by the business to support reducing the annual management fee required by the company from the council</p>	<p>Payment and cash management provider</p>	<p>Managing Director Business Manager</p> <p>Business Case to the Board of Directors October 2022</p>	<p>A business case will be presented to the Board of Directors for consideration before implementing a Direct Debit Bureau will be progressed</p>
<p>Explore the feasibility of delivering a Corporate Health programme</p> <p>LL_FB.2022e (New)</p>	<p>Deliver 'pilot' corporate health sessions.</p> <p>Determine the feasibility of delivery of an ongoing Corporate Health programme</p>	<p>Broxtowe Borough Council Human Resources</p>	<p>Business Officer</p> <p>April 2022 to December 2023</p>	<p>Prove a business case to the Board of Directors for consideration before implementing an ongoing Corporate Health provision</p>

Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Review the existing Get Active Strategy to ensure relevance following the pandemic LL2225_S01	Supporting partners who deliver services to support people with mental health conditions Develop volunteer opportunities and a pathway into volunteering	Primary Care Network Active Nottinghamshire Middle Street Resource Centre Durban House	Managing Director Start January 2022 End December 2022	Existing revenue budgets will be used to support this work. Budgets are contained within the 2022/23 management fee

BROXTOWE BOROUGH COUNCIL ACTIONS

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited BBC2022a (New)	To have an updated agreement that accurately details the roles and responsibilities of Broxtowe Borough Council and Liberty Leisure Ltd in the provision of leisure in Broxtowe	BBC Legal Officer	BBC Client Officer BBC Deputy Chief Executive Managing Director	Currently the direct budget costs associated with potentially delivering changes to the existing management agreement are not known. Where possible these will be contained within existing budgets, however, until the extent of the work is known, the finance cannot be set out. Areas which will be explored further are: <ul style="list-style-type: none"> • Reviewing payment schedules • Potential reductions in the Management Fee • Agreeing a reserve policy • Exploring corporation tax liabilities • Managing Repairs and Renewals • Governance of the Company

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Support Broxtowe Borough Council in the development of the Leisure Facilities Strategy LL2225_G01 (New)	LLL provide operational expertise to the council to ensure that any new facilities have an achievable business plan, that design and layout will meet customer expectation and enable efficiencies to be achieved	Broxtowe Borough Council	Managing Director / Business Manager April 2022 to March 2023	Liberty Leisure Ltd will be required to provide its operational expertise to enable the council to determine whether the facility mix proposed will provide the income required to support the development and on-going revenue implications of the new facility. In addition, LLL will use the facility mix proposed to scope out a draft activity programme for the new facility, which will reflect the diverse needs of the community.
With Broxtowe Borough Council identify alternative /additional leisure options to be delivered in the north of Broxtowe LL_FB.2022a (New)	Continued Borough Council provision of leisure opportunities in the north of the Borough	Broxtowe Borough Council Primary Care Network Town Councils Durban House CIG	Managing Director Start: April 2022 End: December 2022	The scope of this action and its financial implications are dependent on the outcome of negotiations regarding future leisure services to be delivered at the Kimberley Leisure Centre site. Developments from the work on Levelling Up applications and Primary Care Network developments may also impact on provision
Replacement gym equipment BBC2022c (New)	Provide a scope of the equipment required, digital capabilities, meet with suppliers, site visits, support with scoping the details of a procurement. Redesign available gym space and work with the contractor to ensure installation is to specification and on time	BBC Procurement Officer Liberty Leisure Ltd	BBC Deputy Chief Executive June 2023	The implementation of this action is delayed from December 2021. £600k is the nominal figure included in the council's capital planning for this action. The figure will change due to the financial impact of Brexit, the future of Kimberley Leisure Centre and the timescale for implementing the leisure facility strategy.

5. LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS

All known costs, savings and financial efficiencies (actuals and estimates) identified in the key actions above have been (or will be) incorporated in the annual and medium-term budget accordingly.

Revenue and Capital Budget Implications/ Efficiencies Generated 2022-23	Pentana Action Code	2021/22 Budget £	2022/23 Budget £
Operate alternative leisure provision from the existing Kimberley Leisure Centre site	LL225_K01 (New)	Forecast expenditure excluding on costs £1.021m Forecast operating income (£783k) Forecast balance £238k	Expenditure £855k Income (£805k) Balance £40k
Grow fitness and swim school memberships	LL2124_G01	Included in the forecasted budgets above	Expenditure £33k Income (£348k) Balance (£315k)
Implement the exercise referral scheme	LL2023_G08	Income and expenditure from 'pilot' programme included in the forecasted budgets above	Expenditure £18,000 Income (£20,000) Balance (£2,000)
Implement a first aid training programme	LL2023_G02	Income and expenditure from 'pilot' programme included in the forecasted budgets above	Expenditure £35,500 Income (£38k) Balance (£2,500)

Revenue and Capital Budget Implications/ Efficiencies Generated 2022-23	Pentana Action Code	2021/22 Budget £	2022/23 Budget £
Base budget excluding developments	-	Forecast expenditure excluding Kimberley Leisure Centre £2.662m Forecast income excluding Kimberley Leisure Centre (includes Management Fee) (£2.926m) Forecast balance £264k	Expenditure budget excluding developments above £2.954m Income budget excluding developments above £2.687m Balance £267k
TOTALS INCLUDING BUSINESS DEVELOPMENTS	-	<i>Forecast Expenditure £3.683m</i> <i>Forecast Income (£3.709m)</i> <u>Forecast Balance (£26k)</u>	<i>Expenditure £3.895m</i> <i>Income (£3.898m)</i> <u>Balance (£3k)</u>

FORECASTED INCOME AND EXPENDITURE SUMMARY FOR 2023/24

Financial Element	2022/23	2023/24
Expenditure	£3.895m	£3.875m
Income	(£3.898m)	(£3.930m)
Balance	(£3k)	(£55k)

6. SUMMARY OF KEY RISKS

Key Strategic Risk	Action to be taken or required to mitigate/minimise the risk or threat
1. Teckal Company	Ongoing strategic operational documents identifying a wide range of actions to develop the company
2. Lack of financial resources	As per strategic risk register
3. Leisure Facilities Strategy	As per strategic risk register
4. Uncertainty of recovery from pandemic / uncertainty about the short to medium term of Kimberley Leisure Centre, the effects of reduced staffing and attendances on the company's financial position.	Budgets, cash flow and performance are reviewed regularly. The business plan provides a diversity of actions and forward plans to mitigate the risks.

The top five risks (strategic or operational) arising from the key tasks and priorities for improvement

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Operate alternative leisure provision from the existing Kimberley Leisure Centre site	An agreement to operate a fitness and leisure service at the site is not agreed TUPE and staffing restructure Uncertainty caused by the changes reduces the number of sales made from the site	Yes – Risks 4 and 5 (see below)	Ongoing meetings with Kimberley School. Staffing restructure to retain and upskill existing staff to deliver and improved customer service.

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Grow fitness and swim school memberships	<p>Ongoing effects of the coronavirus pandemic, reduced consumer confidence, possible longer term changes in consumer behaviour, potential future operating restrictions</p> <p>Ageing buildings and insufficient maintenance budgets</p> <p>Changes to operating at Kimberley Leisure Centre and Chilwell Olympia</p>	Yes – Risks 4 and 5 (see below)	<p>The expenditure needs to be made in order to achieve the income and is therefore at risk. Risks are mitigated as follows:</p> <ul style="list-style-type: none"> - Diversifying delivery over time to include a range of exercise referral options, plans for delivering a ‘corporate’ health style package, first aid training delivery - Reviewing of the proposed new staffing structure at Kimberley with the view to implement efficiency changes at the other sites if appropriate - New Leisure Management System improving the online booking and joining process - Additional marketing expenditure can be reviewed against income achieved with the expenditure potentially reduced
Implement the exercise referral scheme	<p>An agreement is not reached at Kimberley Leisure Centre</p> <p>Referrals are less than predicted</p>	Yes – Risks 4 and 5 (see below)	<p>The expenditure needs to be made in order to achieve the income and is therefore at risk. Risks are mitigated as follows:</p> <ul style="list-style-type: none"> - Temporary contract for new staff member - Minimise costs for 2022-23 by utilising some existing staff expertise - Expectations have been set low for year one with income targets to cover expenditure - Increasing involvement in local NHS networks is expanding the network of health professionals who can refer

Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
Implement a first aid training programme	<p>Failure to attract sufficient numbers to cover the expenditure</p> <p>Staff who are trained to deliver leave for other job roles</p>	Yes – Risks 4 and 5 (see below)	<p>The expenditure needs to be made in order to achieve the income and is therefore at risk. Risks are mitigated as follows:</p> <ul style="list-style-type: none"> - Phasing in staffing expenditure to keep first year costs lower - Expectations have been set low for year one and two with income targets to cover expenditure - If courses are cancelled due to low numbers staff can cover shifts at one of the leisure sites - Year three is when repeat custom is likely to expand uptake due to the need to renew qualifications - Identifying staff with base skills through NPLQ who can be mentored and trained to deliverers

Risks as extracted from the Strategic Risk Register as at November 2021:

Risk 4: Failure of strategic leisure initiatives

Risk 5: Failure of the Liberty Leisure Limited trading company

The latest Strategic Risk Register is available in full at <https://intranet.broxtowe.gov.uk/finance/risk-management/>