

## LIBERTY LEISURE LIMITED BUSINESS PLAN 2023-2026

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
Get Active Delivery Plan <i>(Previously Sports Strategy)</i>	Providing the opportunity, motivation and support to enable people to be more active than ever before	From March 2023. Action plan to be reviewed annually	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

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Licence to Occupy	Provides an operating agreement with EMET / Kimberley School	Sept 2022 to August 2024 subject to review and 3 months termination notice	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 and Health at the heart of our community
Mission	To earn the lifelong loyalty of our customers through delivering first class leisure and health opportunities
Values	<ul style="list-style-type: none"> <li>• INNOVATION – constantly evolving our offering</li> <li>• CARE – caring for our community</li> <li>• INTEGRITY – always acting with integrity</li> <li>• SAFETY – provide safe and secure facilities and events</li> <li>• VALUE FOR MONEY – delivering value for all</li> </ul>

<b>Service Areas covered by this Plan</b>	<b>Service Objectives</b>
	<ul style="list-style-type: none"><li>• EMPLOYEES – recognising our staff and ensuring a happy workplace for all</li><li>• FUN – vibrant and diverse leisure, culture and events that enrich lives</li></ul>
Operational Areas	<ul style="list-style-type: none"><li>• Bramcote Leisure Centre; Kimberley Gym and Swim; Chilwell Olympia</li><li>• Get Active</li><li>• Business Development</li></ul>

### 3. MEASURES OF PERFORMANCE AND SERVICE DATA

#### PERFORMANCE INDICATORS

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Indicator Owner and Comments (incl. benchmarking)
Total Attendances for Liberty Leisure Limited LLLocal_G02	1,743,511	1,685,140	237,626	913,122	Original 887,100  Revised 985,000	1,010,600	1,025,700	Managing Director  The 2023-24 attendance target is based on the 2022/23 revised target increased by 2.6%  2024/25 is a 1.5% increase on the 2023/24 target

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Indicator Owner and Comments (incl. benchmarking)
Total number of members (fitness and swim school) LLLocal_G12	8,040	8,175	1,410	6,691	7,000 <i>Revised</i> 7,395	8,170	8,365	Managing Director Business Manager  Targets are taken from the annual sales forecasting document using the revised figure of 7,395 as the base figure stated for April 2023
Total Number of Annual Direct Debits Collected LLLocal_G06	94,711	96,402	16,923	69,199	83,590	94,000	95,500	Managing Director Business Manager Fitness 52,100 direct debits for the year 2023/24 Swim 41,900 direct debits for the year 2023/24

<b>Indicator Description</b> (Pentana Code)	<b>Achieved 2018/19</b>	<b>Achieved 2019/20</b>	<b>Achieved 2020/21</b>	<b>Achieved 2021/22</b>	<b>Target 2022/23</b>	<b>Target 2023/24</b>	<b>Target 2024/25</b>	<b>Indicator Owner and Comments (incl. benchmarking)</b>
Percentage of direct debits collected LLLocal_G13	98.2%	98.2%	97.8%	98.1%	98.4%	98.4%	98.4%	Managing Director Business Manager
Total Income (excluding management fee) LLLocal_G05	£3.574m	£3.857m	£3.350m	£2.955m	£3.073m	£3.249m	£3.336m	Managing Director
Operating Expenditure (including central charges) LLLocal_G04	£4.236m	£4,593m	£4.118m	£3.466m	£3.915m	£3.754m	£3.890m	Managing Director Assumes that an agreement for the delivery of leisure at Kimberley Leisure Centre is agreed and implemented by the end of August 2022  Excludes capital depreciation and pension back pay adjustments

Indicator Description (Pentana Code)	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Achieved 2021/22	Target 2022/23	Target 2023/24	Target 2024/25	Indicator Owner and Comments (incl. benchmarking)
Management Fee from the Council to Liberty Leisure Ltd <a href="#">LLData_G05</a>	£1,160,000	£1,030,000	£995,000	£850,000	£845,000 <b>Fee Splits</b> Leisure Centres £557,000  Get Active £60,000  Events £130,000  Museum £98,000	£519,000 <b>Fee Splits</b> Leisure Centres £262,000 surplus  Get Active £3,000 surplus  Managing Director / Business Support £806,000 deficit  Details in the comments column	£519,000 <b>Fee Splits</b> Leisure Centres £271,000 surplus  Get Active £13,000 surplus  Managing Director / Business Support £824,000 deficit  Details in the comments column	Managing Director  Managing Director and Business Support includes: <ul style="list-style-type: none"> <li>• £240,000 Service charges paid to the council</li> <li>• £150,000 VAT</li> <li>• £63,000 Operating Licenses</li> <li>• £26,000 training, professional fees, subscriptions</li> <li>• £20,000 contingency</li> <li>• £16,000 Marketing</li> </ul>



<b>Indicator Description</b> (Pentana Code)	<b>Achieved 2018/19</b>	<b>Achieved 2019/20</b>	<b>Achieved 2020/21</b>	<b>Achieved 2021/22</b>	<b>Target 2022/23</b>	<b>Target 2023/24</b>	<b>Target 2024/25</b>	<b>Indicator Owner and Comments (incl. benchmarking)</b>
Subsidy per visit all service areas LLLocal_G07	58.1 pence	38.0 pence	57.8 pence	49.7 pence	86.0 pence	51.4 pence	49.8 pence	Managing Director Calculation based on Management fee received divided by forecast attendances 2023 onwards excludes Cultural Services

#### 4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2022/23 – 2025/26 INCLUDING COMMERCIAL ACTIVITIES

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 <a href="#">LL2225_K01</a>	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 Kimberley Operations Manager  Start: May 2022 End: April 2025	Kimberley only expenditure (excluding on costs) 2023/24 = £821,000 2024/25 = £850,000 Income 2023/24 = £838,000 2024/25 = £895,000 Attendance target 2023/34 = 285,000 The contract to operate at the site will be reviewed in November each year
Grow fitness memberships <a href="#">LL2326_G01a</a> (New)	To continue to recover income lost during the lockdowns by increasing direct debit collections from fitness and gym school membership	Les Mills (Virtual Classes) Innovatise (App development) Gym Sales (Membership prospecting) Primary Care Network (Health referral partner) Big Wave (Performance Analysis)	Managing Director Business Manager  Start: April 2021 End: August 2024	Total gym membership direct debits numbers (including Exercise Referral): <b>ACTUAL</b> 1 April 2022 = 3,342 30 September 2022 = 3,875 <b>TARGET</b> 31 March 2023 = target of 4,160 (24.5% increase since April 2022) 31 March 2024 = target of 4,608 (being 10.8% increase for the year)  The forecast represents 93.5% of the pre-pandemic gym direct debit membership

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Grow Swim School memberships <a href="#">LL2326_01b</a> (New)	Complete a review with the aim of increasing the total number of people learning to swim and to improve the efficiencies in delivering the Swim School programme	Big Wave Active 4 Today	Managing Director Operations Managers  Start: September 2022 End: March 2024	The Swim School at Bramcote is operating at 108% of pre-pandemic figures and is considered to perform well with limited scope to improve.  Bramcote <b>ACTUAL</b> 1 April 2022 = 2,358 30 September 2022 = 2,379 <b>TARGET</b> 1 April 2023 = target of 2,390 31 March 2024 = target of 2,400  Kimberley <b>ACTUAL</b> 1 April 2022 = 984 30 September 2022 = 1,031 <b>TARGET</b> 1 April 2023 = target of 1,070 31 March 2024 = target of 1,170

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Continue to deliver the exercise referral scheme <a href="#">LL2023_G08</a>	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 Kimberley Operations Manager  Start: April 2022 End: March 2024	Exercise Referral memberships are also included in the total gym memberships above: <b>ACTUAL</b> 1 April 2022 = 181 30 September 2022 = 219 <b>TARGET</b> 1 April 2023 = 264 (45.1% increase since Apr '22) 31 March 2024 = 335 (being a 26% increase for the year)
Implement a first aid, NPLQ and Fitness Qualification training programme <a href="#">LL2023_G02</a>	LLL to provide a range of training opportunities such as First Aid to be sold commercially	NUCO NPLQ Active IQ	Managing Director  Kimberley Operations Manager  Start: April 2020 End: March 2024	Staffing costs are contained within an existing Duty Manager role. Proportion of existing DM role allocated £10,000 Course resources £4,000 Income target £29,000
Implement price changes <a href="#">LL2326_02</a> (New)	Increase the overall operational income to mitigate against expenditure increases resulting from the cost of living crisis	Board of Directors	Managing Director  Start: April 2023 End: March 2024	Price changes implemented on 1 April 2023 will result in £100,000 of forecasted income and is included in the total income target

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Implement a Direct Debit Bureau LL2326_03 (New)	To increase the total income surplus created by the company's operations	PayGate Gladstone LMS Broxtowe Borough Council	Managing Director Business Manager  Start: April 2023 End: March 2026	Expenditure 2023/24 = £8,190 (inc set up) Expenditure 2024/25 = £2,840 Expenditure 2025/26 = £2,840  Income 2023/24 = £ 7,620 Income 2024/25 = £14,340 Income 2025/26 = £20,340  It is expected that the additional work can be contained within the existing administrative resource. The balance for the first 3 years being a surplus of £28,430  It is expected that as incomes increase additional staff resource will be required

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<p>With external support review a range of potential operating efficiencies</p> <p>LL2326_04 (New)</p>	<p>To identify achievable operating efficiencies to implemented</p>	<p>Active 4 Today Broxtowe Borough Council</p>	<p>Managing Director</p> <p>Start: November 2022 End: March 2024</p>	<p>Specific operational areas to be reviewed include:</p> <p><u>Expenditures</u></p> <ol style="list-style-type: none"> <li>1. Staffing structures &amp; technology</li> <li>2. Identify specific operating costs and incomes e.g. Swim School</li> <li>3. Review staff contracts to ensure operational flexibility</li> <li>4. Review operating hours in relation to usage</li> <li>5. Review current charges paid to the council and services provided</li> <li>6. Review capital repairs and renewal programme</li> </ol> <p><u>Incomes</u></p> <ol style="list-style-type: none"> <li>1. Review the fitness and swim school membership and forecast changes between 2022/2026</li> <li>2. Review and provide business cases for alternative sources of income</li> <li>3. Review pricing and potential prices changes between 2022/2026</li> <li>4. Provide a medium term financial forecast 2023/26</li> </ol> <p>Other areas to be considered include:</p> <ol style="list-style-type: none"> <li>1. Utility costs</li> <li>2. Staffing pay increases</li> <li>3. Superannuation and triannual review</li> </ol>

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<p>Ongoing delivery of the Get Active Plan <a href="#">LL2225_S01</a></p>	<p>Supporting partners who deliver services to support people with mental health conditions</p> <p>Develop volunteer opportunities and a pathway into volunteering</p>	<p>BBC Communities Team</p> <p>Primary Care Network Active Nottinghamshire</p> <p>Middle Street Resource Centre</p> <p>Durban House</p> <p>Broxtowe Women's Project</p>	<p>Managing Director Kimberley Operations Manager</p> <p>Start: April 2023 End: March 2024</p>	<p>Provide opportunities for potentially inactive people to become more active:</p> <ul style="list-style-type: none"> <li>- Buggy and Wellbeing Walks</li> <li>- Work with Heya to enable Asian Women to be more active</li> <li>- Broxtowe Women's Project – improving leisure access</li> <li>- Support people with dementia to access leisure opportunities</li> <li>- Improving access to leisure opportunities for asylum seekers and refugees</li> <li>- With the NHS reduce inequalities for people with learning disabilities enabling more people to access health checks and leisure opportunities</li> <li>- Delivery of chair based exercise for older people at risk of falling</li> </ul>

## SUPPORTING BROXTOWE BOROUGH COUNCIL

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 <a href="#">LL2225_G01</a>	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 2024	Liberty Leisure Ltd will: <ol style="list-style-type: none"> <li>1. Support the council in developing a leisure facility strategy for the Borough</li> <li>2. Provide operational expertise to enable the council to determine whether the facility mix proposed at any identified sites will provide the income required to support the development and the on-going revenue implications</li> <li>3. 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</li> </ol>



Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Replacement gym equipment <a href="#">BBC2022c</a>	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 2024	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

Description (Pentana Code)	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
<p>In line with a finalised Leisure Facilities Strategy, review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited</p> <p><a href="#">BBC2022a</a></p>	<p>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</p>	<p>BBC Legal Officer</p>	<p>BBC Client Officer BBC Deputy Chief Executive Managing Director</p>	<p>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:</p> <ul style="list-style-type: none"> <li>• Reviewing payment schedules</li> <li>• Updating the scope of the service</li> <li>• Potential reductions in the Management Fee</li> <li>• Agreeing a reserve policy</li> <li>• Exploring corporation tax liabilities</li> <li>• Managing Repairs and Renewals</li> <li>• Governance of the Company</li> </ul>

## 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.

Pentana Code	Revenue and Capital Budget Implications/ Efficiencies Generated 2023-24	2023/24 Budget (£)	2024/25 Budget (£)
LL2225_K0 1	Operate alternative leisure provision from the existing Kimberley Leisure Centre site	Operating expenditure £821k Operating income (£838k) Balance £17k operating surplus	Operating expenditure £850k Operating income (£895k) Balance £45k operating surplus
LL2326_G0 1a (New)	Grow Fitness Memberships	Incomes by site Bramcote £748k Chilwell Olympia £86k Kimberley £411k  TOTAL £1,245,000	Incomes by site Bramcote £812k Chilwell Olympia £93.5k Kimberley £436k  TOTAL £1,341,500
LL2326_01b (New)	Grow Swim School Memberships	Total incomes by site Bramcote £665k Kimberley £333k TOTAL £998k	Total incomes by site Bramcote £680k Kimberley £341k TOTAL £1,021k

<b>Pentana Code</b>	<b>Revenue and Capital Budget Implications/ Efficiencies Generated 2023-24</b>	<b>2023/24 Budget (£)</b>	<b>2024/25 Budget (£)</b>
LL2023_G08	Continue to deliver the exercise referral scheme to grow Exercise Referral memberships	Additional Expenditure £13.6k Income £68.0k Balance £54.4k surplus	Additional Expenditure £14.3k Income £74.5k Balance £60.2k surplus
LL2023_G02	Implement a first aid, NPLQ and Fitness Qualification training programme	Reallocating existing staff resource £10k Additional Expenditure £4k Income £29k Balance £15k surplus	Reallocated existing staff resource £10.5k Additional Expenditure £6k Income £40k Balance £23.5k surplus
LL2326_02 (New)	Implement price changes	Additional Income £100k	A 3% price increase is included within the overall income for 2024/25.
LL2326_03 (New)	Implement a Direct Debit Bureau	Expenditure £8,190 Income £7,620 Balance Deficit £570	Expenditure £2,840 Income £14,340 Balance £11,500 surplus
LL2326_04 (New)	With external support review a range of potential operating efficiencies	Service savings offsetting the additional charges identified by the council £15k	Potential efficiencies to be implemented to be identified through scoping process
LL2225_S01	Ongoing delivery of the Get Active Plan	All listed projects funded with no additional costs to existing revenue budgets	All listed projects funded with no additional costs to existing revenue budgets
BBC2022c	Replacement gym equipment	Expenditure £0	Expenditure £700k

## FORECASTED INCOME AND EXPENDITURE SUMMARY

Financial Element	2022/23 (Revised)	2023/24*	2024/25*	2025/26*
Operating Expenditure	£3,834,245	£3,807,600	£3.938m	£4.105m
Operating & School Income	£3,016,210	£3,244,275	£3.363m	£3.504m
Operating Balance	£818,035	£563,325	£575k	£601k
	deficit before management fee	deficit before management fee	deficit before management fee	deficit before management fee
Allocated Management Fee	£788,390	£519k	£500k (no actual figure agreed)	£500k (no actual figure agreed)
Balance including the allocated management fee	£29,645 deficit	£44,325 deficit	£75k deficit	£101k deficit

\*The revenue budgets for 2023/24 and 2024/25 assumes that the estimated superannuation back pay will be paid in a lump sum rather than in monthly payments as was the arrangements between 2020/23.

## 6. SUMMARY OF KEY RISKS

<b>Key Strategic Risk</b>	<b>Action to be taken or required to mitigate/minimise the risk or threat</b>
1. Teckal Company	Ongoing strategic operational documents identifying a wide range of actions to develop the company
2. Lack of financial resources	A medium term financial forecast that is regularly reviewed to ensure that potential financial issues are identified in advance of the problem arising
3. Leisure Facilities Strategy	As per strategic risk register. The council to complete its leisure facility strategy to enable the company to develop its operational and financial planning

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

<b>Key Task</b>	<b>Risk or Threat to Key Task</b>	<b>Covered by an existing Strategic Risk?</b>	<b>Action taken/required to mitigate/minimise the risk or threat</b>
Operate alternative leisure provision from the existing Kimberley Leisure Centre site	The ongoing operation is subject to an annual review at which point notice may be issued	Yes – Risks 4 and 5 (see below)	Regular operational and review meetings with the school to ensure that operations meet both organisations expectations

<b>Key Task</b>	<b>Risk or Threat to Key Task</b>	<b>Covered by an existing Strategic Risk?</b>	<b>Action taken/required to mitigate/minimise the risk or threat</b>
Grow fitness and swim school memberships (excluding Exercise Referral)	<p>Potential effects of the cost of living crisis on consumers disposable income</p> <p>Ageing buildings and insufficient maintenance budgets</p>	Yes – Risks 4 and 5 (see below)	<p>Risks are mitigated as follows:</p> <ul style="list-style-type: none"> <li>- Continue to diversify delivery over time to include a range of exercise referral options and to build new partnerships to grow daytime usage</li> <li>- Retrain staff to maximise the use of the Gym Sales prospecting tool</li> <li>- New Leisure Management System improving the online booking and joining process</li> <li>- Continue to review the customer journey to maximise changes in technology</li> <li>- Deliver an annual programme to promote sales and retain existing customers</li> <li>- Continue to support the council to deliver it plans for new leisure facilities</li> <li>- Meetings held with the councils estates team to agree priority maintenance to be discussed with the council</li> </ul>
Implement the exercise referral scheme	<p>Continued provision of services at Kimberley Leisure Centre</p> <p>Referrals are less than predicted</p>	Yes – Risks 4 and 5 (see below)	<p>Risks are mitigated as follows</p> <ul style="list-style-type: none"> <li>- Minimise additional expenditure for by utilising some existing staff expertise within their existing job roles to support the programme</li> <li>- Referral targets are based on previous performance and the number of refers have been increased</li> <li>- Increasing involvement in local NHS networks is expanding the network of health professionals who can refer</li> </ul>

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 Direct Debit Bureau	<p>Failure to attract sufficient customers to cover the expenditure</p> <p>Sufficient staff resilience to ensure that the service</p>	Yes – Risks 4 and 5 (see below)	<p>Risks are mitigated as follows:</p> <ul style="list-style-type: none"> <li>- Centralise the company’s admin function to add resilience and keep expenditures contained to existing admin budgets</li> <li>- Year 1 targets based on actual conversations with potential customers</li> <li>- Set up costs are contained within the existing Business Development budget with no requirement to utilise the company’s reserves</li> <li>- Templates for any additional data sharing agreements are available and existing agreements and security arrangements are in place with LMS provider</li> </ul>

Risks as extracted from the Strategic Risk Register as at November 2022:

**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/>