

Liberty Leisure Limited Business Plan 2026-2029

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 Leisure and 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 2026	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 a “greener, safer, healthier Broxtowe, where everyone prospers” with focus on the priorities of Housing, Business Growth, Environment, Health and Community Safety.	April 2029	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	Action plan to be reviewed annually	Business Director
Joint Use Agreement	Provides legal framework for the management of the joint-use facilities in partnership with Nottinghamshire County Council and school governing bodies	Agreement with Chilwell School subject to two years notice	Business Director Deputy Chief Executive
Local Government Reorganisation	Support Broxtowe Borough Council with leisure service proposals and operations as required following the reorganisation following agreement of the potential changes	2028	Business Director

2. Liberty Leisure Limited Vision and Values

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"> • 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 • Chilwell Olympia • Stapleford Community Pavilion • Get Active (including operations at Greasley Sports and Community Centre) • Business Development

3. Measures Of Performance and Service Data

Performance Indicators

From 2024/25 there was no Kimberley Gym and Swim (KGS) and then from October 2025 the Stapleford Pavilion opened, both of which create significant variations in the below figures.

The figures below are on the assumption that the new Bramcote Leisure Centre is open from October 2027.

Indicator Description (Code)	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Indicator Owner and Comments (incl. benchmarking)
Total Attendances for Liberty Leisure Limited LLLocal_G02	974,368	927,716	800,736	775,000	960,000	988,800	1,018,464	Business Director Operations Manager Systems and Finance Manager Increase to 960k relates to the first full year operation of Stapleford Community Pavilion

Indicator Description (Code)	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Indicator Owner and Comments (incl. benchmarking)
Total number of members (Fitness and Swim School) LLLocal_G12	7,149	6,166	5,513	5,778 GYM BLC = 2,628 CO = 370 Exercise Referral = 490 SWIM SCHOOL BLC = 2,290	6,225 GYM BLC = 2,700 CO = 395 Exercise Referral = 580 HL = 250 SWIM SCHOOL BLC = 2,300	6,700 GYM BLC = 3,000 CO = 420 Exercise Referral = 630 HL = 300 SWIM SCHOOL BLC = 2,350	7,010 GYM BLC = 3,200 CO = 420 Exercise Referral = 630 HL = 350 SWIM SCHOOL BLC = 2,380	Business Director Operations Manager Systems and Finance Manager Targets are taken from the annual sales forecasting BLC increase dependent on new leisure centre
Percentage of direct debits collected LLLocal_G13	96.8%	96.4%	98.0%	98.4%	98.4%	98.4%	98.4%	Business Director Systems and Finance Manager

Indicator Description (Code)	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Indicator Owner and Comments (incl. benchmarking)
Total Income (excluding management fee) LLLocal_G05	£2.955m	£3.356m	£2.592m	£2.752m October Forecast £2.755m	£3.053m	£3.202m	£3.407m	Business Director Operations Manager Systems and Finance Manager Based on new Bramcote Leisure Centre opening in October
Operating Expenditure (including central charges) LLLocal_G04	£3.466m	£3.907m	£2.753m	£3.078m October Forecast £3.055m	£3.249m	£3.317m	£3.399m	Business Director Operations Manager Expenditure changes include a view of general increasing costs including the annual pay award

Indicator Description (Code)	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Indicator Owner and Comments (incl. benchmarking)
Management Fee from the Council to Liberty Leisure Ltd LLData_G05	£850k	£519k	£246k	£269k	£196k*	£114k*	£0k*	Business Director *Provisional figure
Subsidy per visit all service areas LLLocal_G07	£0.74	£0.56	£0.31	£0.35	£0.20	£0.12	£0.00	Business Director Calculation is the Management fee received divided by attendances 2023 onwards excludes Broxtowe Borough Council Cultural Services
Liberty Leisure Limited – Reserve balance LLLocal_G15	£487k Surplus	£442k Surplus	£443k Surplus	£423k Surplus	£423k Surplus	£423k Surplus	£431k Surplus	Business Director New performance indicator from 2024/25

4. Key Tasks and Priorities for Improvement 2026/27 – 2028/29 Including Commercial Activities

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Investigate the possibility of adopting the 'Agency Agreement' model for the operating of leisure services</p> <p>LL2427_G02</p>	<p>Review the possibility of minimising the operators VAT liability</p>	<p>Broxtowe Borough Council</p>	<p>Business Director Assistant Director Finance</p> <p>Completion: 31/03/2027</p>	<p>It may be possible to operate an 'Agency Agreement' enabling the operator to not pay VAT on both its sales and purchases.</p> <p>To be reviewed further when final costs are known with the New Bramcote Leisure Centre build due to the possible VAT implications.</p> <p>LLL are forecasting to spend £174k in irrecoverable VAT this year, all of this could potentially be saved if the agency model was adopted.</p>
<p>Review the support services and charges provided by Broxtowe Borough Council (BBC)</p> <p>LL2427_G03</p>	<p>Rationalise the support services provided to the company by BBC so that there are improved financial and operational efficiencies</p>	<p>Broxtowe Borough Council</p> <ul style="list-style-type: none"> • Finance • ICT • Payroll • Human Resources 	<p>Business Director</p>	<p>The support services required by the company will be reviewed annually alongside the budget setting cycle.</p> <p>This will account for any changes to the operation of Liberty Leisure Limited including staff numbers and processes, new projects and technological changes.</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Continuation of Exercise Referral in the north of the Borough at Greasley Sports and Community Centre and support the Council's targeted support of organisations LL2629_01 (New)	Continuation of Exercise Referral in the north of the Borough at Greasley Sports and Community Centre	Primary Care Network Broxtowe Borough Council Greasley Sports and Community Centre	Business Director Operations Manager Active Lifestyles Manager	The company will continue to build on the agreement at Greasley Sports and Community Centre to deliver Exercise Referral and some relevant fitness classes. Support partners to deliver on the bursary provided by the Council for Boccia and Nordic Walking. Reporting on the outcomes of the projects including the sustainability of them.

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Operation of the new Stapleford Community Pavilion LL2629_02 (New)</p>	<p>Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion from 2025/26</p>	<p>Broxtowe Borough Council Football Foundation Stapleford Town Football Club Steven Gerrard Academy Primary Care Network</p>	<p>Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC)) Operations Manager Start September 2025 End March 2029</p>	<p>The financial implications of operating this site have been included in this Business Plan, however these are presented to the best of LLL's knowledge now and may be subject to change.</p> <p>Financial implications will come into effect from October 2025 to March 2026 with a full operating year being 2026/27.</p> <p>The forecasts for Padel have been produced based on not having lights however if lights can be utilised this will increase available bookings by 21%, the majority of which are in peak slots. A roof would increase the reliability of use and provide a better experience.</p> <p>.... Continued</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Operation of the new Stapleford Community Pavilion LL2629_02 (New) <i>(Continued)</i>	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion from 2025/26	Gladstone – Leisure Management System Procurements required include: Purchase of proposed fitness equipment and tender for the café.	Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC)) Operations Manager Start April 2025 End March 2028	Revenue estimates are included in the LLL medium term budget planning but are subject to change due to only being open for a month. A summary of anticipated Expenditure, Income and Balances for operating the Stapleford Community Pavilion are provided ...continued

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Operation of the new Stapleford Community Pavilion LL2629_02 (New) (Continued)	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion from 2025/26	Broxtowe Borough Council Football Foundation Stapleford Town Football Club Steven Gerrard Academy Primary Care Network Gladstone – Leisure Management System Purchases required include: Purchase of proposed fitness equipment and tender for the café.	Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC)) Operations Manager Start October 2025 End March 2029	<u>Expenditures</u> 2025/26 = £136,839 (forecast) 2026/27 = £ 266,192 2027/28 = £ 292,467 <u>Incomes</u> 2025/26 = £ 115,609 (forecast) 2026/27 = £ 314,398 2027/28 = £ 343,543 <u>Balances</u> 2025/26 = - £ 23,230 (forecast) 2026/27 = £ 48,207 2027/28 = £ 66,544

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Support Broxtowe Borough Council in the development of a new leisure facility at the Bramcote site</p> <p>LL2225_G01</p>	<p>LLL provide operational expertise to the council to ensure that the new facility has an achievable business plan, that design and layout will meet customer expectation and enable required efficiencies to be achieved</p>	<p>Broxtowe Borough Council</p>	<p>Business Director / Operations Manager</p> <p>April 2022 to Summer 2027</p>	<p>Liberty Leisure Ltd will:</p> <ol style="list-style-type: none"> 1. Support the Council in developing the facility mix and business case for the operation of a new Bramcote Leisure Centre site 2. 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 3. Factor the above facility mix in to a draft budget plan <p>Based on the current programme the new facility is due to be in operation from summer 2027 so the financial implication will commence from then onwards. This is 6 months later than originally planned. The delay increases risks around the viability of the current building and delays the expected increase in income. The impact of this is updated into the finance forecasts below.</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Grow fitness memberships LL2326_G01a	To grow all areas of fitness income to support the objective of improving operational efficiencies. Specifically at Bramcote Leisure Centre to ensure that the fitness membership at the site is sufficient to support the financial requirements of a potential future new facility and the opening of a gym facility at the Stapleford Community Pavilion	Gym Sales (Membership prospecting) Primary Care Network (Health referral partner) Carbon Group Gladstone Leisure Management Systems Supported by the Liberty Leisure Ltd business action of 'Implementing an improved digital journey'	Business Director Operations Manager Systems and Finance Manager Fitness and Memberships Manager Start: April 2021 End: March 2029	Income from fitness is derived primarily from Direct Debits for different standard membership categories as well as Exercise Referral and Annual Memberships ACTUAL <ul style="list-style-type: none"> • 2024/25 = £ 990k TARGET <ul style="list-style-type: none"> • 2025/26 = £1,051k (October forecast) • 2026/27 = £1,130k • 2027/28 = £1,220k (new BLC opens) • 2028/29 = £1,350k In line with the opening of the gym at Stapleford Community Pavilion, membership types have been reviewed to maximise income whilst continuing to provide value for money. The current gym equipment at Bramcote Leisure Centre (BLC) and Chilwell Olympia is 9 years old and assuming replacement in line with the new BLC will be 11 years old, which is beyond the standard operating lifespan and as a result increases the risk of maintenance becoming an issue.

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Expand Exercise Referral opportunities LL2427_G06	Increase the number of people on the exercise referral programme. Specifically targeting young people to encourage exercise adoption from an earlier age	Primary Care Network (PCN) Refer All (Exercise Referral Management Software) Carbon Group	Business Director Operations Manager Fitness and Memberships Manager Active Lifestyles Coaches Start: April 2026 End: March 2029	Increase Exercise Referrals by: Continuing to build on referral networks and opportunities with the PCN; Delivering a Family Exercise Referral Scheme; Delivering a Postural Stability programme In 2025-26 the Active Lifestyles Manager left the company and management of the scheme moved to the Fitness and Memberships Manager. Any future additional resources will be subject to a business case being completed and approved by the Board of Directors. TARGETS Assumes no additional staffing costs <ul style="list-style-type: none"> • 2025/26 = £112.9k (forecast) • 2026/27 = £124.2k • 2027/28 = £137.8k • 2028/29 = £151.6k All referral members and incomes are included in the Grow Fitness Memberships Business Action

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Grow Swimming Incomes LL2528_G01	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	Nottinghamshire County Council Gladstone Leisure Management System Carbon Group	Business Director Operations Manager Duty Manager (Swimming) Start: April 2026 End: March 2029	<p>PUBLIC SWIMMING</p> <p>The business action will grow income from public and club access to swimming pools. This business action will review marketing campaigns and booking processes to increase incomes from public swimming</p> <p>ACTUAL</p> <ul style="list-style-type: none"> • 2024/25 = £250k <p>TARGET</p> <ul style="list-style-type: none"> • 2025/26 = £259k (forecast) • 2026/27 = £270k • 2027/28 = £286k (new BLC opens) • 2028/29 = £303k <p>Opportunities to increase income from public swimming are limited by increases in swim lessons reducing pool availability.</p> <p style="text-align: right;">Continued...</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Grow Swimming Incomes LL2528_G01 (Continued)	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	Nottinghamshire County Council Gladstone Leisure Management System Carbon Group	Business Director Operations Manager Duty Manager (Swimming) Start: April 2025 End: March 2029	<p>SWIM SCHOOL</p> <p>To continue to grow swim school income. Introduction of online joining for swimming lessons to all lessons. Review the terms and conditions and how to reduce income lost from cancellation of lessons. Renewed focus on supporting staff and volunteers to gain swim teaching qualifications.</p> <p>ACTUAL</p> <ul style="list-style-type: none"> • 2024/25 = £730.2k <p>TARGET</p> <ul style="list-style-type: none"> • 2025/26 = £731.1k (forecast) • 2026/27 = £753.0k • 2027/28 = £776.3k (new BLC opens) • 2028/29 = £799.6k

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Implement price changes LL2427_G08	Increase the overall operational income to mitigate against expenditure increases and a reduction in the management fee received from Broxtowe Borough Council	Requires approval from the Liberty Leisure Ltd Board of Directors	Business Director Operations Manager Systems and Finance Manager	To raise an additional £75k in operating income between 1 April 2026 and 31 March 2027 The additional £75k from this business action is included within the total income detailed in the finance section of this business plan

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Implement updated digital sales and booking processes LL2427_G09	Improve the ease of bookings to support the increase sales and attendances at the Liberty Leisure operated sites	Carbon Group Gladstone Innovatise	Business Director Systems and Finance Manager March 2026	Improving digital sales and booking processes to have a potential positive effect on the attendances and incomes across all of Liberty Leisure. Specific improvements and changes include: <ul style="list-style-type: none"> • Customer Emails • App Functionality • Waiting lists • Access Control - QR codes • Website Communication – AI/Chat Bot • Automated Communications <p>To assess the success of this we will introduce a new measure for:</p> <p>Percentage of bookings made on site. This is currently averaging 48% and we want to achieve a 3% reduction. If online gym bookings can be made online this will significantly decrease on site bookings.</p> <p>Additional incomes detailed in the finance section of this report will be supported by implementing these changes</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Replace the gym equipment estate across the Liberty Leisure operated facilities</p> <p>LL2427_G10</p>	<p>Capital investment to provide the equipment for the new Bramcote Leisure Centre and Chilwell Olympia in 2027/28.</p> <p>Support the continued growth of the fitness membership to support the delivery of annual financial targets.</p>	<p>Procurement will take place in 2026/27</p>	<p>Business Director Operations Manager Systems and Finance Manager Procurement and Contracts Officer (Broxtowe Borough Council) Fitness and Memberships Manager Duty Managers (Fitness)</p> <p>Start: Sept 2023 End: Dec 2027</p>	<p>2026/27 – Total £650k £470k for Bramcote Leisure Centre £180k for Chilwell Olympia</p> <p>The above prices are exclusive of VAT, could consider lease costs if it would be preferred to spread costs out.</p> <p>Income targets will not be achieved without this equipment investment.</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Manage the reduction in the allocated management fee being made to the company by Broxtowe Borough Council LL2326_04	To deliver a balanced financial budget for 2025/26	Broxtowe Borough Council	Business Director Operations Manager Systems and Finance Manager Start: April 2025 End: March 2026	The management fee from Broxtowe Borough Council to LLL reduces as follows: ACTUAL <ul style="list-style-type: none"> • 2024/25 = £246k (budget was £369k) FORECAST <ul style="list-style-type: none"> • 2025/26 = £269k • 2026/27 = £195.6k* • 2027/28 = £114.8k* (New BLC opens) • 2028/29 = £0k* * Provisional amount, not agreed with Council The financial details of the LLL revenue budget are detailed within the Finance section of this business case

5. Financial Budgets

Expenditure

Area	2025/26 Original Budget (£)	2025/26 Revised Budget (£)	2026/27 Proposed Budget (£)	2027/28 Proposed Budget (£)	2028/29 Proposed Budget (£)	Comments
Staffing costs	1,856,529	1,819,298	1,909,774	1,942,715	1,987,869	Increases due to cost of living and full open at Stapleford Community Pavilion
Utilities, Business Rates and Rental	372,998	390,817	441,284	459,542	470,837	Forecast increases due to anticipated price rises, then reduces with new site efficiencies
Operating costs	438,453	435,231	472,596	477,997	494,546	Increase due to profit share with Greasley / NBA and the new Stapleford Community Pavilion
VAT	157,884	158,788	173,738	179,140	183,041	Calculated based on operational spend and expected recovery
Council Service Charges	222,500	222,500	226,950	231,489	236,119	Small increases each year
Insurance	30,200	28,000	24,500	25,688	26,934	Calculated based on reduction in 2024/25 continuing into future years
EXPENDITURE	3,078,564	3,054,635	3,248,841	3,316,572	3,399,346	

Income

Area	2025/26 Original Budget (£)	2025/26 Revised Budget (£)	2026/27 Proposed Budget (£)	2027/28 Proposed Budget (£)	2028/29 Proposed Budget (£)	Comments
School Swim and Chilwell JU	(118,905)	(119,105)	(120,487)	(121,897)	(123,335)	Additional incomes from NCC school swim programme
Operating income	(2,632,828)	(2,635,619)	(2,932,719)	(3,079,866)	(3,283,572)	Reflects a successful start at Stapleford Community Pavilion and is dependent of new BLC opening as planned and new gym equipment at BLC/CO at the same time.
INCOME	(2,751,733)	(2,754,724)	(3,053,206)	(3,201,763)	(3,406,907)	

Summary

Area	2025/26 Original Budget (£)	2025/26 Revised Budget (£)	2026/27 Proposed Budget (£)	2027/28 Proposed Budget (£)	2028/29 Proposed Budget (£)	Comments
Operational Expenditure	3,078,564	3,054,635	3,248,841	3,316,572	3,399,346	
Operational Income	(2,751,733)	(2,754,724)	(3,053,206)	(3,201,763)	(3,406,907)	
Operating Balance	326,831	299,911	195,635	114,809	(7,561)	
Management Fee	(269,000)	(269,000)	(195,635) *	(114,809) *	(0)*	£73k reduction in to 2026/27 down to £0 for 2028/29 assuming the new BLC opens in 2027/28 * Provisional amount, not yet agreed with Council
Deficit / Surplus	57,831	20,051	0	0	(7,561)	
Reserves	£384,996	£422,949	£422,949	£422,949	£430,510	

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 due to cost of living crisis, operational changes and reduced management fee means that buildings cannot be maintained to the levels expected for a commercial operation	A medium term financial forecast that is regularly reviewed to ensure that potential financial issues are identified in advance of the problem arising
3. No Leisure Facilities Strategy means that the council cannot adequately plan for its future leisure provision	As per strategic risk register. The Council to complete its leisure facility strategy to enable the company to develop its operational and financial planning

Liberty Leisure Limited Risk Register

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
<p>Bramcote Leisure Centre (BLC), ageing building, pool plant and building management system</p>	<p>Inability to prevent water leaks, control water and/or air temperatures and air flow for part or all of the building. If failure in part or whole there is a Health and Safety risk and the potential to close the building.</p> <p>Issues being managed with RAAC concrete and Asbestos.</p> <p>Issues with Combined Heat and Power Unit (CHP) that are causing increased downtime and increasing costs, which are complicated by its location and asbestos management.</p>	<p>Building Condition Report completed by Broxtowe Borough Council (BBC).</p> <p>6 monthly meetings held with the Assistant Director Asset Management and Development Estates (or nominated officer) to review the state of the site. Issues identified are raised with the Deputy Chief Executive of BBC via the Assistant Director Asset Management and Development, Capital reports detailing significant maintenance repairs are prepared annually for BBC to consider for known issues above with a cost above £5K in line with the Management Agreement.</p> <p>Broxtowe Borough Council is working on plans to replace the existing leisure centre with a new facility.</p> <p>Bramcote Leisure Centre has been found to contain RAAC concrete which has been repaired/made safe but if the situation changes it may result in areas of the building needing to be closed which would affect the financial viability of the facility.</p> <p>Additional asbestos has been identified in the plant room and a comprehensive management plan is in place to reduce exposure. This reduces contractor accessibility to other areas of the plant room and may have a knock on effect to the CHP which enable Liberty Leisure Limited (LLL) to reduce electricity costs. If it is not able to be repaired at any point a significant increase in electricity costs would significantly change the LLL budget position.</p>

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
All sites - Legionella, Asbestos and Electrical Safety	Health and Safety risk for customers, staff and contractors	Management of legionella by Liberty Leisure Limited (LLL) or partner site operators with all involved trained to complete and manage processes. Asbestos registers maintained by LLL or partner site operators with all involved trained to manage the process. Annual electrical testing programme in place with repairs completed following testing / inspection.
All sites - General operations and Emergency Procedures	Health and Safety risk for customers, staff and contractors	Operating and Emergency procedures are in place with staff trained on these processes through inductions and follow ups when identified. National/professional guidelines in relation to swimming, fitness and occupancy figures are followed with training recorded. Procedures are reviewed over time and/or following a situation that may arise.
Chilwell School	Building of a new school at the existing site	Broxtowe Borough Council and Liberty Leisure Limited have met with the Chilwell School's Head Teacher and have discussed options that may be considered within a new build. Chilwell School will keep BBC/LLL up to date with any new information regarding changes and timescales and are keen to work together.
Stapleford Community Pavilion	New facility not achieving expected financial targets	Marketing promotion to increase awareness and open days to showcase the facility Regular monitoring of performance to assess growth and action if required.

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
Operational incomes fail to reach required targets	<p>Company operate a deficit budget.</p> <p>Company have insufficient funds to meet commitments</p>	<p>Monthly monitoring of income and expenditures to provide a forecast financial operating position for the financial year. Monthly monitoring of cash flow to ensure sufficient funds are in the bank and to forecast ahead changes to the 'cash' in the bank position.</p> <p>Work to improve operating efficiencies completed. Additional support through the utilisation of an external report completed on behalf of Broxtowe Borough Council (BBC).</p> <p>Monthly finance meetings with BBC ensure that the council (owner) is aware of future financial forecasts so appropriate financial adjustments can be made.</p>
Operational expenditures exceed forecast spends	<p>Company operate a deficit budget.</p> <p>Company have insufficient funds to meet commitments</p> <p>Ongoing cost of living crisis results in existing costs to the company continuing to increase</p>	<p>Monthly monitoring or income and expenditures to provide a forecast financial operating position for the financial year. Monthly monitoring of cash flow to ensure sufficient funds are in the bank and to forecast ahead changes to the 'cash' in the bank position.</p> <p>Work to improve operating efficiencies is ongoing. Additional support through the utilisation of an external report completed on behalf of BBC.</p> <p>Monthly finance meetings with BBC ensure that the council (owner) is aware of future financial forecasts so appropriate financial adjustments can be made.</p>

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
Failure to deliver an identified Business Action	Potential negative impact on the company's financial position	Business actions are spread over a number of different income areas to minimise the effects of an individual action not being delivered. Additionally, business actions are regularly monitored through the Performance Management System and regular business team meetings are held to review performance, issues that are arising and actions required to ensure success of an action.
Collection of Direct Debit payments	Impact on the company's cash flow position	Centralised business team with more than one member of the team able to run the Direct Debit process. Communication systems in place to inform customers. Ability to carry out a collection run at a later date if required.
Data management	Sensitive data relating to the company or an individual is breached resulting in financial or personal loss	<p>Broxtowe Borough Council's online training to ensure that individuals within the company understand how to manage sensitive data. Training and updates from the company's bank to ensure that staff with bank access are aware of the risks.</p> <p>Data Processing Agreement are in place between the company and third parties who have access to / process data on behalf of the company.</p> <p>Reporting processes are in place to report a potential/actual data breach to ensure that a breach is appropriately managed and that continual learning is carried out.</p>

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
Failure of ICT systems	Customers are unable to make a booking and/or payment. Attendances cannot be recorded. Gym equipment does not work.	<p>Social media platforms and the website are tools used to communicate potential issues to customers. Temporary manual processes are in place to enable customers to access their activity and pay at a later date in the event of ICT downtime.</p> <p>Requirement of external supplier (e.g. membership management system, Gladstone Software) to be efficient on maintaining site availability and changes as required. If this did not happen.</p>
Staff recruitment	Inability to recruit staff required to ensure the ongoing operation of the service	<p>Reviewed job descriptions and company structure to ensure more progression opportunities for staff. Continuing to review job roles.</p> <p>Market rate supplement is available to be applied to make difficult to fill job roles more desirable.</p> <p>Cross site working is being utilised to provide greater flexibility to cover working hours that need to be covered.</p> <p>The use of 'relief' staff to cover vacant hours</p>
Unforeseen closure	Initial and potential ongoing loss of income. Disruption to customers.	<p>Ongoing building management to minimise the chances of closure. In the event of site closure communications through existing Social Media, Website and direct emails to effected customers along with liaison with council's communications team to get messages out to effected customers.</p> <p>In some cases, alternative activity at another venue can be made available to customers.</p> <p>Liberty Leisure Limited's insurance will minimise lost income through the Business Interruption element of its insurance</p>

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
Reputational Risk	Reduction in numbers of customers affecting income. Bringing the company and/or the council into disrepute	Marketing guidelines in place to support communications; communications limited to supported marketing working group with feedback to management team for potential contentious issues. Company values used to guide decision making to ensure reasonable and justifiable decisions are made. Contentious issues discussed with the council to ensure an agreed approach is taken
Gym equipment maintenance issues	Increased cancellation resulting in decreased income and missing targets	Regular maintenance / servicing is carried out but with the equipment getting older the chance of issues is increasing. With the new facility two years away it makes sense, if possible, to wait and put new equipment in the facility when it opens and therefore replace equipment at Chilwell Olympia at the same time.
Insufficient car parking during new Bramcote build process	Increased cancellation resulting in decreased income and missing targets	Temporary car park to be as large as possible but will not provide the same number of spaces as is currently available. Need to consider how we can promote active travel, car sharing or moving classes to other venues to reduce pressure at peak times.
Partner relationship management	Breakdown in relationship with partners or large bookers resulting in decreased engagement, productivity and ultimately income.	Regular communication between the parties to ensure any changes are well communicated. Consult relevant parties when a change will impact the booking.