

LIBERTY LEISURE LIMITED BUSINESS PLAN 2021-2024

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 in the Service Agreement and the original five year Business Plan.

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 and its own operational strategies. These documents align the work of Liberty Leisure Limited with other local, regional and national plans to ensure the company's work is of a high quality and contributes to wider objectives.

The business plan covers a three-year period but will be revised and updated annually. 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	Broxtowe Borough Council Deputy Chief Executive
Liberty Leisure Limited Operational Strategies	To provide a clear pathway of how the company will develop its people, marketing and communications, quality of delivery and business.	March 2021	Managing Director
Corporate Plan	The Council's overarching plan for its priorities, targets and objectives. The plan sets out priorities to achieve the vision for 'A greener, safer, healthier Broxtowe where everyone prospers' with focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.	April 2024	Broxtowe Borough Council Chief Executive
Business Strategy	Deigned to ensure that the Council is: <ul style="list-style-type: none"> • Lean and fit in its assets, systems and processes • Customer focused in all its activities • Commercially minded and financially viable • Making best use of technology. 	Updated annually	Broxtowe Borough Council Deputy Chief Executive
Medium Term Financial Strategy	The Council's key financial planning document. In detailing the financial implications of the Corporate Plan, the MTFS provides a reference point for corporate decision-making and helps to ensure that the Council can optimise the balance between its financial resources and the delivery of its priorities. The MTFS informs the annual budget-setting process, ensuring that each year's budget is	Updated annually	Broxtowe Borough Council Deputy Chief Executive

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
	considered within the context of the Council's ongoing sustainability over the entirety of the planning period.		Head of Finance Services
Commercial Strategy	Promote and support a change in organisational culture towards a more business-like approach to the delivery of services. Overall, commercialism will enable departments to adopt a business-like approach with the focus firmly on delivering the best services possible for residents and businesses within the Borough whilst at the same time maximising income generation.	April 2020	Broxtowe Borough Council Deputy Chief Executive Commercial Manager
Capital Strategy	An overarching summary document which encompasses all capital and treasury activity including the capital programme, financing planning, accounting policies and asset management.	Updated annually	Broxtowe Borough Council Deputy Chief Executive Head of Finance Services
Broxtowe Events Strategy 2015 and Beyond	Events strategy document providing a framework for delivering events	March 2019	Cultural Services Manager
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 2021	Managing Director
Nottinghamshire Joint Health and Wellbeing Strategy 2016 - 2020	Provides details of health initiatives and joint working arrangements to improve health and wellbeing	2020	Partner
Broxtowe Partnership Community Strategy 2010-2020 and associated action plans	Aims to address issues facing the Borough of Broxtowe and to improve quality of life for everyone in the Borough	2020	Chief Communities Officer

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Joint Use Agreement	Provides legal framework for the management of the joint-use facilities in partnership with Notts County Council and school governing bodies	Continues in force until termination	Managing Director/Deputy Chief Executive
Equalities Action Plan	Sets out proposed action to promote equal opportunities	Updated annually	Human Resources
Equality and Diversity Policy	Sets out the legal, strategic and operational framework for the Council's equality and diversity work	April 2021	Human Resources

2. SERVICE LEVEL OBJECTIVES LINKED TO BROXTOWE BOROUGH COUNCIL OBJECTIVES

Objective - Promote healthy and active life styles in every area of Broxtowe (He1)

Service Areas covered by this Plan	Service Objectives
Liberty Leisure Limited	
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
Guiding Principles	<ul style="list-style-type: none"> • Deliver an excellent service • Increase participation in leisure and cultural services • Deliver significant efficiency savings, and provide financial certainty and sustainability • Increase community engagement in the services • Retain open and affordable access to all sectors of the community • Contribute to the shared outcomes of our partners

Service Areas covered by this Plan	Service Objectives
Guiding Principles (continued)	<ul style="list-style-type: none"> • Create a brand that stands for quality and consistency • Maximise opportunities that arise or are created to develop and grow the business • Be recognised by our employees as an excellent organisation to work for • Adopt the principles of best value and continuous improvement in all that we do • Work to sustain the environment • Support and help develop the local economy
Main Service Activities	<ul style="list-style-type: none"> • Bramcote Leisure Centre; Kimberley Leisure Centre; Chilwell Olympia • Get Active • Events • D.H. Lawrence Birthplace Museum • Business Development and Support

3. MEASURES OF PERFORMANCE AND SERVICE DATA

Context – Baseline Service Data

Pentana Code	Service Data Description	Actual 2017/18	Actual 2018/19	Actual 2019/20	Comments including benchmarking data
LLLocal_G02	Total Attendances for Liberty Leisure Limited	1,709,356	1,743,511	1,602,979	March 2020 saw a significant fall in attendances across each leisure site. Event attendance 35,000 attendees down with most summer 2019 events cancelled due to the weather
LLLocal_G09	Percentage of Inactive Adults in Broxtowe	23.7%	18.4%	19.5%	Data from Sport England Active Lives Survey
LLLocal_G08	APSE Customer Satisfaction Survey	Not Available	80%	83%	Percentage customer satisfaction for combined leisure sites
LLLocal_G10	Liberty Leisure Limited Gender Pay Gap			9.76%	This data is for Liberty Leisure Ltd only and does not include any data from Broxtowe Borough Council.

CRITICAL SUCCESS INDICATORS (CSI)

Priority leaders should work corporately to **define** the **outcome objective** for each priority area and **identify an outcome indicator** or indicators which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2017/18	2018/19	2019/20	2020/21	2021/22	Future Years	
Critical Success Indicators (CSI)								
Increase the number of people who have active lifestyles (He1)								
Total Attendance for Liberty Leisure Limited Value stated is the sum of the indicators listed. Reported as LLLocal_G02	LLDATA_E03 LLDATA_H01 LLDATA_B01 LLDATA_K01 LLDATA_C01 LLDATA_S01	1.710m	1.744m	1.603m	1.750m	1.058m	1.320m	Event & Museum Manager Leisure Centre Managers 2020-21 will be negatively affected by the pandemic 2021-22 is an estimate of 66% attendance in line with income predictions as the business begins to recover 2022-23 assumes BLC back to normal, CO still on partial opening and that KLC partially opens from April 2022
Inactive Adults in Broxtowe %	LLLocal_G09	23.7% Reported Oct 18	18.4% Reported Oct 19	19.5% Reported Oct 20	25%	22%	20%	Managing Director Increases pandemic related Figures obtained from the annual Sport England 'Active Lives Survey'

PERFORMANCE INDICATORS

Priority leaders should identify two sets of performance indicators namely **Key Performance Indicators (KPI)** for reporting to GMT and Members and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2017/18	2018/19	2019/20	2020/21	2021/22	Future Years	
Key Performance Indicators (KPI)								
Liberty Leisure Limited								
Total Number of Annual Direct Debits Collected	LLLocal_G06	88,281	94,711	96,402	96,000	73,000	71,000	Business Manager 2021-22 assumes a 33% growth in DDs from a revised 2020-21 forecast of 55,000 2022-23 assumes 10% growth in swim school DDs however this is offset by a forecast loss of 56% DDs at KLC if future arrangements are evenings and weekends only
Total Income (excluding management fee)	LLLocal_G05	£3.423m*	£3.574m	£3.638m	£3.866m	£2.468m	£2.755m	Managing Director All actual figures are taken from the General Ledger not the final accounts. Includes furlough and excludes appropriations.
Operating Expenditure (including central charges)	LLLocal_G04	£4.396m	£4.236m	£4,593m	£4.735m	£3.830m	£3.965m	Managing Director All actual figures are taken from the General Ledger not the final accounts. Excludes capital depreciation and pension backpay

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2017/18	2018/19	2019/20	2020/21	2021/22	Future Years	
Management Fee from the Council to Liberty Leisure Ltd	LLData_G05	£1.160m	£1.030m	£995,000	£850k	£1.362m	£1.210m	Managing Director Figures assume Events and the Museum is merged with service reduction and that there are no further reductions in service beyond those made during 2020-21.
Subsidy per visit (Broxtowe Borough Council's subsidy based on the annual management fee paid to the company)	LLData_G06	67.8 pence	59.1 pence	55.5 pence TBC	48.6 pence	£1.35	£1.17	Managing Director Subsidy per head assumes 64% of the 2019-20 attendance is achieved in 2021-22. For 2022-23, 72% of the 2019-20 figure is assumed. However, the outcome of negotiations with EMET and KLC will impact on these assumptions
Subsidy per visit (Liberty Leisure Ltd subsidy based on operating incomes and expenditures)	LLLocal_G07	58.1 pence	38.0 pence	57.8 pence	49.7 pence	£1.35	£1.17	Managing Director Subsidy per head assumes 64% of the 2019-20 attendance is achieved in 2021-22. For 2022-23, 72% of the 2019-20 figure is assumed. However, the outcome of negotiations with EMET and KLC will impact on these assumptions
APSE Customer Satisfaction Survey	LLLocal_G08	70%	80%	83%	N/A	80%	80%	Business Manager No customer survey was completed for 2020-21

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.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Business Development					
LL2124_G01 (New)	Grow fitness and swim school memberships	Recover income lost during the lockdowns to return the company’s finances to pre pandemic levels	Technogym Les Mills Innovatise Omnicore Gym Sales Primary Care Network	Leisure Centre Managers; Business Manager Start Apr 2021 End Mar 2024	Baseline, estimated direct debit collections for 2020-21 reduced from 8,000 per month to 4,200 Monthly target 2021-22 is 6,080
LL2124_B01 (New)	Utilise vacant shop space to increase restricted leisure centre capacities for spin classes	Provide sufficient spin classes to meet demand and improve the retention of fitness customers	Broxtowe Borough Council	Manager BLC Start Jan 2021 End Mar 2023	Minimal running costs £20k Built into growth in fitness memberships

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL2023_G07 AMENDED DETAIL AND DATES	Explore the feasibility of providing a new Exercise Referral scheme.	Ensure that if a referral scheme is implemented that it will contribute to local health and physical activity targets and is sustainable	Primary Care Network ABL Active Notts	Managing Director Start Jan 2021 End Sept 2021	Identify if there is sufficient professional partner support to ensure a referral scheme is needed and will be utilised To determine the financial feasibility of implementing such a scheme.
LL2023_G08 AMENDED DETAIL AND DATES	Implement a new exercise referral scheme if pre planning and partnership feedback supports its feasibility	Contribute to the delivery of the Get Active strategy reducing inactivity levels in the Borough	Public Health Clinical Commissioning Group Active Notts	Managing Director Start Jan 2022 End Mar 2023	150 annual referrals would provide additional £27,000 of income per year would offset the costs of a full time referral officer post (grade 5)
LL2023_G02 AMENDED DETAILS	Increasing sales by delivering activities that are outside of the company's core business	Implement a corporate health programme. Increase First Aid training sales Review and improve the Corporate Membership package offered	Personal Trainers NUCO New College Nottm	Business Development Officer Start Apr 2020 End Mar 2023	Programme to be delivered within existing time of the business team. First aid trainer qualification costs contained within training budget Target addition surplus from forecast sales 2021-22 £9,000 2022-23 £11,000

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL2124_G02 (New)	Improve financial efficiency by reviewing the provision of services provided to the company by Broxtowe Borough Council	Improve financial efficiency in the provision of financial support. Identify opportunity to share financial savings in other services provided by the council to the company	Broxtowe Borough Council Haines Watts Accountants Civica Financials ICT/Payroll	Managing Director Start Apr 2021 End Mar 2022	£25,000 saving based on charges agreed for financial services in 2021-22. Savings on the actual £50,000 saving. Any potential efficiencies identified from other service providers to be considered as opportunities allow
LL2124_G03 (New)	Improve the functionality of the Liberty Leisure Ltd App	Book direct off a class timetable, intuitive bookings, QR code leisure cards, stream online classes	Innovatise Omnic	Business Manager	£4,500 plus £1,000 ongoing Direct savings £1,000 per year. Improve customer experience
LL1922_G04 AMENDED TARGET DATES	Set up Liberty Leisure Limited as a Direct Debit Bureau	Have the ability to collect direct debits for other organisations	Omnic Bottomline Ice Blue	Business Manager Start Apr 2021 End Mar 2022	Set up costs £14,200 Ongoing costs £2,500 Estimated income from one customer £10,000 in a full year
LL2023_G03	Support people who have been made redundant from work to remain physically active	Provide a short term opportunity to keep people active and to provide a financial stepping stone for people to become members	Job Centre Plus	Business Manager Start Apr 2020 End Mar 2022	A number of details including the length of time that free use will be made available need to be determined before implementation

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL2023_G05	Review concessionary leisure card fees	Introduce an annual charge for the use of the concessionary leisure card	Broxtowe BC	Business Manager Start Apr 2021 End Mar 2022	Additional annual income of £4,000
LL2023_G06 AMENDED TARGET DATES	Develop and implement an intranet for the company	Improve communication across the Liberty Leisure Ltd team	Three65 Media	Business Manager Start Apr 2020 End Mar 2021	Initial order placed and work started before first lockdown. Further £2,000 will be required for identified additional functionality
D.H. Lawrence Birthplace Museum and Events					
LL2023_E01 AMENDED DATES	Complete a new Cultural Services Strategy	Provide an overview of how the museum and the events programme will be developed and delivered between 2021-2024	Arts Council England Broxtowe Borough Council	Cultural Services Manager Start Apr 2021 End Sept 2021	Develop a joined up approach to both service areas to help develop new ideas to increase community engagement. Subject to funding from BBC for an additional Events Officer
LL2124_DHL 01	Reduce the costs of operating the DH Lawrence Birthplace Museum and Community Events	Merge the community events and museum teams. Reduce museum opening times and develop different event/activity opportunities	Broxtowe Borough Council Parish Councils Hemlock Jubilee Committee	Cultural Services Manager Start Apr 2021 End Sept 2021	Forecasted staffing costs of both services before the pandemic was £156,700. The operating events budget was £99,000 Staffing savings of £55,000 plus event operational savings of £64,000 Potential savings for a full year £109,000

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
LL2023_E03	Reinterpret the content and the way the museums artefacts are presented	Refresh the museum to ensure that it continues to attract visitors	Museum Development East Midlands (MDEM) Heritage Lottery Fund	Cultural Services Manager / Museum Collections Officer Start Apr 2021 End Mar 2022	Increasing visits through return visits being encouraged and increased dwell time through new forms of interaction with the collection
Leisure Centres					
LL2023_G10 AMENDED DATES	Increase children's birthday party provision. Improve and expand existing party provision.	To increase the number of birthday parties delivered across Liberty Leisure Ltd each year	None	Business Development Officer Start Apr 2021 End Mar 2022	Increase surplus from the delivery of birthday parties by £5,200 in year one.
LL2124_K01 (New)	Re use partially developed space to add changing capacity for public and swim lessons at Kimberley Leisure Centre	To enable KLC to maximise its swimming income potential for 2021-22	None	KLC Manager Start Jan 2021 End Mar 2022	Expected swim income without the development is £14,600 per month. Additional income & staff savings with the development is £6,550 per month. Cost of development is £36,300 Payback period 6 months from completion of the project. £41,400 surplus (post covid comparisons).

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Get Active					
LL1922_S01 AMENDED END DATE	Implement the Get Active Strategy	Reduce inactivity levels and increase the number of volunteers	Primary Care Network Active Nottinghamshire Broxtowe Active School Partnership	Managing Director Start Apr 2019 End Dec 2022	Work will be contained within existing budgets Targets are detailed in the company's Performance Indicators
LL2124_G04	Develop new partnerships to increase utilisations of vacated space	Recover lost income following the lockdowns by generating new business utilising vacated spaces Development of targeted activity for vulnerable people activity at Chilwell Olympia	ABL Primary Care Network Notts County Council	Leisure Centre Managers Business Development Start Jan 2021 End March 2023	£10,000 additional income 2021-22 £20,000 additional income 2022-23
LL2023_S01 AMENDED DATES	Formalising volunteering opportunities available through Liberty Leisure Limited	Improving the volunteer experience by introducing a new volunteer policy, online application package and personalised welcome. Increase the number of people volunteering through the company	Volunteer Action Bureau	Sports Development Officers Start Apr 2020 End Mar 2023	£3,000 is the identified annual cost of supporting volunteers through contributing to expenses incurred. This cost will be retained within the existing revenue budget
Broxtowe Borough Council & Liberty Leisure Ltd					
LL2023_C01 AMENDED DETAILS AND DATES	Investigate potential partnership funding, planning potential and local support to develop a	Increase attendance and income through football activities	Football Foundation Chilwell School	Deputy Chief Executive / Leisure Facility Strategy working group Managing Director	Estimated additional surplus income from a new MUGA alone is £68,000 per year. Capital costs will be in excess of £750,000. It is likely that 50% of

	full size 3G football pitch at Chilwell Olympia		Broxtowe Borough Council	Start Apr 2022	<p>this cost would need to found by the Council / School as partner funding.</p> <p>The local football facilities plan completed with the football foundation places this project on the local priority list.</p> <p><i>This development depends on the outcome of the Council's Leisure Facilities strategy work</i></p>
LL2023_G11 AMENDED DATES	Installation of new fitness equipment at each of the leisure facility sites	<p>Maintain existing fitness membership income</p> <p>Ensure equipment maintenance costs remain within existing revenue budgets</p>	Procurement to be made available to all potential suppliers	<p>Deputy Chief Executive</p> <p>Managing Director</p> <p>Start Jan 2022</p> <p>End Jan 2023</p>	<p>Capital expenditure £600,000</p> <p>Additional items include digital solutions to support customer use of the hardware, approximate costs £20k per year</p> <p>Extend the Global Support contract as an alternative to replacing the equipment. Move equipment replacement to Dec/Jan 2023. £30k estimated for Global Support, included in the capital programme.</p> <p>Target dates to be reviewed depending on the implementation of the council's Leisure Facility Strategy</p>

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

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

The 2020-21 forecasted operating income for Liberty Leisure Limited was £3.862 million. The expenditure for the company was forecast to be £4.871 million, after the receipt of the management fee from the council the company forecasted a deficit of £104k.

As the pandemic unfolded, lockdowns and restrictions have had a significant negative effect on the company's income with the revised operating income being revised to £1.2 million. Lost income is mitigated by more than £1 million of income through the governments furlough scheme and by expenditure being significantly reduced, most notably the workforce being reduced by a combination of voluntary redundancies and frozen vacant posts. Forecast expenditure for 2020-21 is £3.791 million.

The forecasted 2020-21 deficit is £714k. While the company's reserves mitigate a significant portion of the deficit it is anticipated that a loan in the region of £350k - £400k will be required.

The effects of the pandemic on the costs of delivering the existing leisure provision is detailed as follows and incorporate the finances detailed in the table below:

- 2020-21 = £1,559,000 (offset by company reserves and agreed loan)
- 2021-22 = £1,383,000 (includes repaying the loan)
- 2022-23 = £1,273,000 (includes repaying the loan)

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Budget Implications				
Grow fitness and swim school memberships	LL2124_G01 (New)	Lost 1,708m Lost income	(897,000)	(912,000)
Utilise vacant shop space to increase restricted leisure centre capacities for spin classes	LL2124_B01	0	20,000 *Income included in fitness income above	0
Implement a new exercise referral scheme if pre planning and partnership feedback supports its feasibility	LL2023_G08	550,000 Lost income dry side activities ex football	10,000 (11,000)	30,000 (41,000)
Increasing sales by delivering activities that are outside of the company's core business	LL2023_G02	0	(9,000) * Included in business development budget	(12,000) * Included in business development budget
Improve financial efficiency by reviewing the provision of services provided to the company by Broxtowe Borough Council	LL2124_G02 (New)	0	(25,000) * Reduction in service recharge budget	(50,000) * Reduction in service recharge budget
Improve the functionality of the Liberty Leisure Ltd App	LL2124_G03 (New)	0	4,500 (1,000)	1,000 (1,000)

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Set up Liberty Leisure Limited as a Direct Debit Bureau	LL1922_G04	0	14,200 (2,500) * Increase license budget. Business income	2,500 (15,000) * Increase license budget. Business income
Review concessionary leisure card fees	LL2023_G05	0	(4,000) * Income split between sites	(4,000) * Income split between sites
Reduce the costs of operating the DH Lawrence Birthplace Museum and Community Events	LL2124_DHL01 (New)	0	(109,000)	(95,000)
Increase children's birthday party provision. Improve and expand existing party provision.	LL2023_G10	0	(5,000) * Income split between sites	(7,500) * Income split between sites
Re use partially developed space to add changing capacity for public and swim lessons at Kimberley Leisure Centre	LL2124_K01 (New)	36,000 *Included in business loan	0 (50,000) * Included in swim income above	0 (108,000) * Included in swim income above
Develop new partnerships to increase utilisations of vacated space	LL2124_G04 (New)	30,000 Lost income	(10,000) * Included in activity room budgets	(20,000) * Included in activity room budgets
Broxtowe Borough Council Capital Programme				
Installation of new fitness equipment at each of the leisure facility sites	LL2023_G11	0	30,000	600,000

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Net Change in Revenue Budgets		(990,000) 1,545,000 Includes government grants	48,700 (1,123,500)	33,500 (1,149,000)
TOTAL REVENUE IMPLICATIONS		660,000	538,000	428,000
TOTAL CAPITAL IMPLICATIONS LIBERTY LEISURE LIMITED		36,000	14,000	0
TOTAL CAPITAL IMPLICATIONS BROXTOWE BOROUGH COUNCIL		0	1,383,000 30,000	1,273,000 600,000

6. SUMMARY OF KEY RISKS

Priority leaders are to identify three strategic risks for the Business area and to determine whether these have been/or should be considered on the Council's Strategic Risk Register.

Key Strategic Risk	Is this already covered by an existing Strategic Risk?	What action can be taken/is required to mitigate/minimise the risk or threat
1. Teckal Company	Yes	Ongoing strategic operational documents identifying a wide range of actions to develop the company
2. Lack of financial resources	Yes	As per strategic risk register
3. Leisure Facilities Strategy	Yes	As per strategic risk register
4. Uncertainty of recovery from pandemic / reduced expenditure budgets and the ability to maintain health and safety at the leisure sites	Yes (lack of financial resources)	Business plan to rebuild direct debit element of the business.

Also, the top five risks (strategic or operational) arising from the key tasks and priorities for improvement should be identified. Whilst, it will be expected that detailed risks will be considered as part of the project planning process for each key task, it is anticipated that there will be 'common themes' identified which should enable the key risks to be limited to the top five. An earlier example has been included for reference.

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
LL2124_G01 (New)	Grow fitness and swim school memberships	Coronavirus pandemic and operating restrictions Ageing buildings and reduced maintenance budgets	Yes – risks 4 and 5	Government support Business loan Established staff reductions

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
LL2124_B01 (New)	Utilise vacant shop space to increase restricted leisure centre capacities for spin classes	Suitable unit is not available or is re-let sooner than expected	Yes – risk 5	Minimise the initial set up costs Business growth plans spread across different development actions
LL2023_G08	Implement a new exercise referral scheme if pre planning and partnership feedback supports its feasibility	Insufficient partnership support from the Primary Care Network, Clinical Commissioning Group, ABL Forecasted additional income is not realised	Yes – risk 5	Initially utilise existing staffing expertise The company have already a small turnover of exercise referral customers and is able to respond quickly to change its service to exploit gaps in the market Fitness developments are spread in different areas so one failure will be covered by other areas
LL2023_G02	Increasing sales by delivering activities that are outside of the company's core business	Restrictions of the coronavirus pandemic Changes in the outlook of businesses who are one target audience	Yes – risk 5	The business recovery plan is spread over a number of actions of which this is one There are three distinct elements within this action thus spreading the risk
LL2124_G02 (New)	Improve financial efficiency by reviewing the provision of services provided to the company by Broxtowe Borough Council	Savings identified are not achieved The product and support do not meet requirements	Yes – risk 5	First savings have been agreed for 2021-22 Product and support is specified and agreed in advance of a commitment

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
LL1922_G04	Set up Liberty Leisure Limited as a Direct Debit Bureau	<p>Revenue development does not make a financial return</p> <p>Ensuring that data protection legislation is maintained throughout the process</p> <p>Handling and reconciling the income of third parties</p> <p>Failure to retain key staff and the ability to provide sufficient skilled cover to maintain the service agreed with third parties</p>	Yes – risk 55	<p>Budget surplus expectations are forecast to be minimal so that failure does not impact the overall business</p> <p>Work to ascertain a local market to build experience and some income without the need for additional staff</p> <p>Continue to develop existing staff so that they have the ability to step up to cover vacancies</p>
LL2124_DHL01 (New)	Reduce the costs of operating the DH Lawrence Birthplace Museum and Community Events	Not agreed by BBC therefore increasing operating costs forcing savings to be made in areas that will cause greater business damage	Yes – risk 5	<p>Ensure that all stakeholders are involved in the decision making process</p> <p>Provide rationale options for the council</p>
LL2124_B01 (New)	Re use partially developed space to add changing capacity for public and swim lessons at Kimberley Leisure Centre	Not having the funds required to make the change resulting in limiting the income that can be derived from Swim School and Public Swimming	Yes – risk 5	<p>Provide funding options:</p> <ul style="list-style-type: none"> - Business loan - Management fee - Reduce another development
LL2124_G04 (New)	Develop new partnerships to increase utilisations of vacated space	Changes to partner functions mean that they no longer require or cannot afford to hire the space	Yes – risk 5	The business recovery plan is spread over a number of actions of which this is one

Code	Key Task	Risk or Threat to Key Task	Covered by an existing Strategic Risk?	Action taken/required to mitigate/minimise the risk or threat
LL2023_C01	Investigate potential partnership funding, planning potential and local support to develop a full size 3G football pitch at Chilwell Olympia	<p>No external funding is available from the FA.</p> <p>School do not approve the development or school developments do not enable the project to proceed</p> <p>Planning permission not obtained</p> <p>The outcomes of the councils Leisure Facilities strategy</p>	Yes – risk 5	<p>No council or company money will be committed until partner arrangements are confirmed.</p> <p>While the outcome of the Leisure Facility Strategy might curtail this development alternative delivery opportunities are likely to become available</p>
LL2023_G11	Installation of new fitness equipment at each of the leisure facility sites	<p>Maintaining the equipment for two years beyond its planned lifespan. Ensuring that a sufficient repair contract is in place</p> <p>Received tender prices are significantly higher than anticipated</p> <p>The council does not make funds available to purchase new equipment</p> <p>Increased maintenance costs if keeping existing equipment or a new agreement does not cover all maintenance</p>	Yes – risk 5	<p>Continue to operate with existing equipment</p> <p>Review likely impact on income and expenditure budgets</p> <p>Review how retained equipment can be redeployed across the estate</p>

List of risks in the Strategic Risk Register (September 2020) (pdf) to <https://intranet.broxtowe.gov.uk/finance/risk-management/>.

- Risk 1: Failure to maintain effective corporate performance management
- Risk 2: Failure to obtain adequate resources to achieve service objectives
- Risk 3: Failure to deliver the HRA Business Plan
- Risk 4: Failure of strategic leisure initiatives
- Risk 5: Failure of the Liberty Leisure Limited trading company
- Risk 6: Failure to complete the re-development of Beeston town centre
- Risk 7: Not complying with domestic or European legislation
- Risk 8: Failure of Financial Management and/or budgetary control
- Risk 9: Failure to maximise collection of income due to the Council
- Risk 10: Failure of key ICT systems
- Risk 11: Failure to implement private sector element of Housing Strategy in accordance with Government and Council expectations
- Risk 12: Failure to engage with partners/community to implement the Broxtowe Borough Partnership Statement of Common Purpose
- Risk 13: Failure to contribute effectively to dealing with crime and disorder
- Risk 14: Failure to provide housing in accordance with the Local Development Framework
- Risk 15: Natural disaster or deliberate act, which affects major part of the Authority
- Risk 16: Failure to mitigate the impact of the Government's welfare reform agenda
- Risk 17: Failure to maximise opportunities and recognise the risks in shared services arrangements
- Risk 18: Corporate and/or political leadership adversely impacting upon service delivery
- Risk 19: High levels of sickness
- Risk 20: Lack of skills and/or capacity to meet increasing initiatives and expectations
- Risk 21: Inability to attract or retain key individuals or groups of staff
- Risk 22: Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.
- Risk 23: Unauthorised access of data
- Risk 24: High volumes of employee or client fraud