

LIBERTY LEISURE LIMITED BUSINESS PLAN 2019 – 2022

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 2016-2020 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// 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 great place where people enjoy living, working and spending leisure time'.

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

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 from 2015 | The future of leisure facilities within the Borough of Broxtowe | March 2018 | Broxtowe Borough Council |
| Liberty Leisure Limited Operational Strategy | 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 2016-2020 | 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 2020 | Broxtowe Borough Council Chief Executive |
| Business Strategy 2019/20 to 2021/22 | 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 2019/20 to 2021/22 | 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 considered within the context of the Council's ongoing sustainability over the entirety of the planning period. | Updated annually | Broxtowe Borough Council Deputy Chief Executive / Head of Finance Services |

| Strategy/Policy Document | Purpose of Document | Renewal Date | Responsible Officer/Contact |
|-------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|--------------------------------------------------------------------------------|
| Commercial Strategy 2017-2020 | 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 (Previously Sports Strategy) | 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 |
| 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 |

| Strategy/Policy Document | Purpose of Document | Renewal Date | Responsible Officer/Contact |
|-------------------------------|-------------------------------------------------------------------------------------------------------|------------------|-----------------------------|
| 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 CORPORATE OBJECTIVES

Increase the number of people who have active lifestyles (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 2015/16 | Actual 2016/17 | Actual 2017/18 | Comments including benchmarking data |
|--------------|-------------------------------------------|----------------|----------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| LLLocal_G02 | Total Attendances for Liberty Leisure | 1,756,135 | 1,687,714 | 1,709,356 | |
| LLLocal_G09 | Percentage of Inactive Adults in Broxtowe | Not available | Not available | 26.1% | Data from Sport England Active Lives Survey |
| LLLocal_G08 | APSE Customer Satisfaction Survey | Not Available | 70% | Not Available | Combining Liberty Leisure Limited sites creates a new Performance Indicator for 2017/18 onwards. Data will be added once confirmed by APSE. |

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) |
|----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|---------------|---------------|--------------------------|---------|---------|--------------|--------------------------------------------------------------------------------------------|
| | | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Future Years | |
| Critical Success Indicators (CSI) | | | | | | | | |
| Increase the number of people who have active lifestyles (He1) | | | | | | | | |
| Total Attendance for Liberty Leisure 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 | 1.756m | 1.688m | 1.710m | 1.700m | 1.730m | 1.740m | Event & Museum Manager Leisure Centre Managers |
| Inactive Adults in Broxtowe % | LLLocal_G09 | Not available | Not available | 26.1% Reported Oct 17 | 25.9% | 25.5% | 25.1% | Managing Director 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) |
|--------------------------------------------------------|--------------|----------------|----------------|--------------|--------------|--------------|--------------|---------------------------------------------------|
| | | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 | Future Years | |
| Key Performance Indicators (KPI) | | | | | | | | |
| Liberty Leisure Limited | | | | | | | | |
| Total Number of Annual Direct Debits Collected | LLLocal_G06 | 80,897 | 85,793 | 88,281 | 88,300 | 95,000 | 96,000 | Business Manager |
| Total Income (excluding management fee) | LLData_G05 | £3.122 (000) | £3.250 (000)* | £4.583 (800) | £3.487 (400) | £3.678 (000) | £3.680 (000) | Managing Director |
| Operating Expenditure (including central charges) | LLLocal_G04 | £5.011 (300) | £4.500 (000)* | £4.396 (100) | £4.616 (400) | £4.673 (000) | £4.763 (000) | Managing Director |
| Management Fee from the Council to Liberty Leisure Ltd | LLLocal_G05 | £1,888** (000) | £1.250** (000) | £1.160 (000) | £1.030 (000) | £995 (000) | £1.000 (000) | Managing Director |
| Subsidy per visit | LLLocal_G07 | 108 pence | 74.0 pence* | 58.9 pence | 66.5 pence | 57.5 pence | 57.4 pence | Managing Director |
| APSE Customer Satisfaction Survey | LLLocal_G08 | Not Available | Not Available | 70% | 71% | 72% | 73% | Business Manager |

* Based on an estimate of the accumulation of six-months Council operation and six-months Liberty Leisure Limited operation

** Cost of service to Council, with 2016/17 including the management fee.

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2019/20 – 2021/22 INCLUDING COMMERCIAL ACTIVITIES

Priority leaders are asked to consider potential **commercial activities** in their priority areas when setting the key tasks and priorities for 2019/20 to 2021/22. 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 | | | | | |
| LL1720_G05 | Review and where appropriate implement changes to central support functions | Streamline back office functions and improve financial efficiencies | Broxtowe Borough Council | Managing Director Start April 2017 End March 2020 | Financial efficiencies will be identified through the review process of the support services |
| LL1922_G01 NEW | Implement a programme of digital developments to improve member retention increasing the number of direct debit fitness memberships | Increase the number of our members who are active each month. Increase the total number of direct debits collected each year | Technogym Tanita Omnico/Clarity Innovatise | Business Manager Start April 2018 End March 2020 | Initial costs to be funded through existing revenue budgets. The target for increasing Direct Debit collections is detailed in the company's Performance Indicators. |

| Pentana Code | Description | Targeted Outcome | Partnership/ Procurement Arrangement | Officers Responsible/ Target Date | Budget Implications/ Efficiencies/Other comments |
|---------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LL1922_G02 NEW | Online joining and payments | To enable frictionless links from social media marketing to joining and paying Improve accuracy of data capture to assist with maintaining data security Improve administrative efficiency | Clarity Ice Blue Innovatise | Business Manager Start Jan 2019 End Sep 2019 | Enables reallocating elements of business administration time to support the developing sales and retention work Enables frictionless sales linking the company app, social media to bespoke landing pages to payment portal increasing the potential of sales from marketing campaigns |
| LL1922_G03 NEW | Events ticket platform | Reduce expenditure Potential additional income Support local clubs | 365 Media | Business Manager Start Jan 2019 End Dec 2020 | Save £1,500 in costs presently paid to existing online ticket platforms. Potential to generate future income through providing a service to external organisations. Also increase the ability to provide bespoke offers to targeted groups, for example, existing members to aid customer retention |
| LL1922_K01 NEW | Provide accredited in house First Aid at Work training for Liberty Leisure Limited employees | Deliver all of the first aid requirements for Liberty Leisure Limited staff | Royal Life Saving Society Nuco Broxtowe Borough Council | KLC Manager Start April 2018 End March 2021 | £500 to be saved in the year 2018/19, £1,500 saved subsequent years. 2020/21 potential to generate sales from Broxtowe while providing Council with savings. 2021 onwards potential income from sales to external organisations. |

| Pentana Code | Description | Targeted Outcome | Partnership/ Procurement Arrangement | Officers Responsible/ Target Date | Budget Implications/ Efficiencies/Other comments |
|---------------------|------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LL1922_G04 NEW | Set up Liberty Leisure Limited as a Direct Debit Bureau | Have the ability to collect direct debits for other organisations | Clarity Bottomline | Business Manager Start April 2019 End March 2020 | Set up costs contained within existing budget. Creates opportunity for future commercial development |
| LL1922_G05 NEW | Deliver the changes and actions detailed in the Liberty Leisure Limited operational strategies | Ensure that the company develops its people, marketing and communications, quality of delivery and business ideas | Broxtowe Borough Council Technogym UK Active Notts ASA Nottm City Apprenticeships | Managing Director Business Manager Start April 2019 End March 2022 | Most actions from the strategies are contained within existing budgets. Business development actions with significant additional spends are detailed separately within this document. |
| LL1922_G06 NEW | Investigate feasibility of commercial fitness space | Increase annual company surplus to reduce the management fee paid by Broxtowe Borough Council | Escape Fitness Technogym Pavi Gym | Managing Director Business Manager Start Sept 2019 End March 2020 | Investigate options and potential through market demographics, market and industry research Appropriate facility required |
| LL1922_G07 NEW | Implement annual charge to renew a junior leisure card | Increase income to improve the company's efficiency | None | Business Manager By May 2019 | Act upon review and approval of the Board by implementing the price change |
| LL1922_G08 NEW | Review trade refuse supplier | Realise a financial efficiency | Compare existing prices in the market place | Managing Director By May 2019 | From initial research potential to save £5,000 per year |

| Pentana Code | Description | Targeted Outcome | Partnership/ Procurement Arrangement | Officers Responsible/ Target Date | Budget Implications/ Efficiencies/Other comments |
|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|
| D.H. Lawrence Birthplace Museum and Events | | | | | |
| LL1922_E01 NEW | Museum and Self-Guided Tours | Increase visitors to the site and improve the efficiency of the service | Arts Council D.H. Lawrence Society | Cultural Services Manager Start Jan 2019 End June 2019 | Decrease staff expenditure at the museum by £11,998. |
| LL1922_E02 NEW | Reinterpret the museum tours, add an additional programmed space, and target local people | Increase visitors to the museum | D.H. Lawrence Society Arts Council | Cultural Services Manager Start June 2019 End Dec 2019 | Increase income by £1,500 |
| LL1922_E03 NEW | Museum, Flexible working and community outreach | Increase service users and decrease the subsidy per head | Local Schools / Community Venues | Museums and Collections Officer Start Jan 2020 End March 2021 | Efficiencies to fund outreach staffing to be found by opening the museum flexibly during identified times of the year and through annualising working hours. |
| LL1922_E04 NEW | Investigate commercial opportunities initially investigating open air cinemas, bonfire night and small indoor partnership opportunities | High quality, ticketed events reducing the subsidy to the event programme | Bertie Holland SA Atkin Smooth Radio | Cultural Services Manager Start April 2019 End March 2020 | Investigations will inform the budget required for 2020 onwards. |

| Pentana Code | Description | Targeted Outcome | Partnership/ Procurement Arrangement | Officers Responsible/ Target Date | Budget Implications/ Efficiencies/Other comments |
|------------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Leisure Centres | | | | | |
| LL1720_K01 | Fast track entry system at Kimberley Leisure Centre | Reduce queuing times to improve the experience of members accessing the fitness facilities | Clarity | Business Manager / KLC Manager Start March 2017 End June 2019 | £13,000 (£700 annual license and support charges) |
| LL1922_B01 NEW | Fast track entry system at Bramcote Leisure Centre | Reduce queuing times to improve the experience of users | Clarity | Business Manager / BLC Manager Start Sept 2019 End March 2020 | £13,000 (£700 annual license and support charges) Reduce the number of people accessing the facility without paying or recording their attendance |
| LL1821_B01 | Treatment room | Additional sales through expanding personal training and additional external hirers of the new treatment room | Existing personal trainers | BLC Manager Start April 2018 End March 2020 | £2,500 surplus income in year one £5,000 surplus income in each subsequent year |
| LL1922_G09 NEW | Introduce Les Mills Virtual Group Exercise Classes | Attract new members while improving the retention of existing fitness members | Les Mills UK | KLC / BLC / CO Managers / Business Manager | £14,000 surplus income in year one £21,800 surplus income in each subsequent year Costs to develop space to be retained with existing budgets |

| Pentana Code | Description | Targeted Outcome | Partnership/ Procurement Arrangement | Officers Responsible/ Target Date | Budget Implications/ Efficiencies/Other comments |
|---------------------|-----------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LL1922_C01 NEW | Multi-Functional Activity Room at Chilwell Olympia? | To create a multi-functional room, extending fitness opportunities while increasing opportunities for other activities including birthday parties and day time activities for older people | Chilwell School | CO Manager Start Sept 2019 End June 2020 | £4,700 surplus income in year one with £6,700 surplus income in subsequent years. Capital costs funded through company reserves £24,600 subject to approval by the Board. This will also support the Les Mills Virtual Class Development at CO |
| LL1922_K03 NEW | Creating a functional fitness space at Kimberley Leisure Centre | Improve retention of existing fitness members | Pavi Gym, Escape Fitness, other suppliers to be investigated | KLC Manager Start April 2020 End March 2021 | Decision to implement will be taken depending on increases in car park capacity and following an assessment of the impact of the Les Mills development. Initial investigations, capital costs of £80,000 included as a 50:50 shared cost with BBC |
| LL1922_K04 NEW | Refurbish the iGym at Kimberley Leisure Centre | Retain existing junior fitness income. Increase junior fitness memberships | Pavi Gym, other suppliers being investigated | KLC Manager Start April 2019 End March 2020 | Existing income / Capital £10,000 additional income/ surplus in year one; £12,000 income/surplus income in each subsequent year. Capital costs of £68,000 included in a capital application as a 50/50 shared cost with BBC |

| Pentana Code | Description | Targeted Outcome | Partnership/ Procurement Arrangement | Officers Responsible/ Target Date | Budget Implications/ Efficiencies/Other comments |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LL1922_K05 NEW | Investigate potential partnership funding, planning potential and local support to develop additional car park space and full size 3G football pitch at Kimberley Leisure Centre | Increase attendance and income through football activities Increase fitness memberships and income | Football Foundation Kimberley School | Managing Director / KLC Manager Start April 2020 | Estimated additional surplus income from football alone is £32,000 per year. Additional income across centre activities is estimated at an additional £10,000 Capital costs will be in excess of £1 million and could be fully funded by the FA pending their assessment of strategic importance. Capital costs may also be shared. This development depends on work with the Football Foundation. |
| Get Active | | | | | |
| LL1922_S01 NEW | Implement the Get Active Strategy | Reduce inactivity levels and increase the number of volunteers | Active Nottinghamshire Broxtowe Active School Partnership | Managing Director Start April 2019 End Dec 2021 | Work will be contained within existing budgets Targets are detailed in the company's Performance Indicators |
| LL1922_S02 NEW | Contribute to improving wellness & decreasing loneliness | Develop new social prescribing opportunities from health professionals to enable inactive and lonely people to be more active | Clinical Commissioning Group Broxtowe Borough Council | Business Manager Start Sept 2019 End March 2021 | Work will be contained within existing budgets Targets are detailed in the company's Performance Indicators |

| Pentana Code | Description | Targeted Outcome | Partnership/ Procurement Arrangement | Officers Responsible/ Target Date | Budget Implications/ Efficiencies/Other comments |
|---------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------------------|
| LL1922_S03 NEW | Sports Events | Increase the number of sports events available targeting while generating efficiencies by working with community groups | Beeston AC parkrun Perfect Motion | Managing Director Start April 2019 End March 2021 | Efficiency savings of £5,000 each year while maintaining existing levels of income |

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.

| Revenue and Capital Budget Implications/Efficiencies Generated | Pentana Action Code | 2019/20 Budget £ | 2020/21 Budget £ | 2021/22 Budget £ |
|-------------------------------------------------------------------------------------------------------------------------------------|---------------------|------------------|------------------|------------------|
| BUDGET IMPLICATIONS | | | | |
| Increased employee costs (assumes 2% pay award) | | 53,700 | 55,400 | 57,000 |
| Reduced management fee received | LLData_G05 | 35,000 | 35,000 | 35,000 |
| BUSINESS DEVELOPMENT | | | | |
| Review and where appropriate implement changes to central support functions | LL1720_G05 | 7,000 | 3,500 | 3,500 |
| Implement a programme of digital developments to improve member retention increasing the number of direct debit fitness memberships | LL1922_G01 | (18,200) | * | * |
| Online joining and payments | LL1922_G02 | 0,000 | 0,000 | 0,000 |
| Events ticket platform* | LL1922_G03 | (1,500) | * | * |
| Provide accredited in house First Aid at Work training for Liberty Leisure Limited employees* | LL1922_K01 | (500) | (1,500)* | (1,500)* |
| Set up Liberty Leisure Limited as a Direct Debit Bureau* | LL1922_G04 | 0,000 | * | * |

| Revenue and Capital Budget Implications/Efficiencies Generated | Pentana Action Code | 2019/20 Budget £ | 2020/21 Budget £ | 2021/22 Budget £ |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|---------------------------------|---------------------------------|---------------------------------|
| Deliver the changes and actions detailed in the Liberty Leisure Limited operational strategies | LL1922_G05 | 0,000 | 0,000 | 0,000 |
| Implement annual charge to renew a junior leisure card | LL1922_G07 | (16,300) | (16,300) | (16,300) |
| Review trade refuse supplier | LL1922_G08 | (5,000) | (5,000) | (5,000) |
| Fitness provision outside of existing facilities | | 0,000 | 0,000 | * |
| D.H. LAWRENCE BIRTHPLACE MUSEUM AND EVENTS | | | | |
| Museum and Self-Guided Tours | LL1922_E01 | (12,000) | (12,000) | (12,000) |
| Reinterpret the museum tours, add an additional programmed space, and target local people | LL1922_E02 | 0,000 | (1,500) | (1,500) |
| Museum, Flexible working and community outreach | LL1922_E03 | 0,000 | 0,000 | 0,000 |
| Investigate commercial opportunities initially investigating open air cinemas, bonfire night and small indoor partnership opportunities | LL1922_E04 | 0,000 | * | * |
| LEISURE CENTRES | | | | |
| Fast track entry system at Kimberley Leisure Centre | LL1720_K01 | 0,000 | 0,000 | 0,000 |
| Fast track entry system at Bramcote Leisure Centre | LL1922_B01 | 0,000 | 0,000 | 0,000 |
| Create an additional treatment room | LL1821_B01 | (2,500) | (5,000) | (5,000) |
| Introduce Les Mills Virtual Group Exercise Classes | LL1922_G09 | (14,000) | (21,800) | (24,000) |

| Revenue and Capital Budget Implications/Efficiencies Generated | Pentana Action Code | 2019/20 Budget £ | 2020/21 Budget £ | 2021/22 Budget £ |
|----------------------------------------------------------------|---------------------|--------------------------------|-----------------------------|------------------|
| Multi-Functional Activity Room at Chilwell Olympia? | LL1922_C01 | (5,000) 24,000 | (6,700) | (7,500) |
| Functional Training Space Kimberley Leisure Centre | LL1922_K03 | | (6,500) 40,000 40,000 | (10,000) |
| Refurbish the iGym at Kimberley Leisure Centre | LL1922_K04 | (10,000)** 34,000 34,000 | (12,000) | (15,000) |
| Car Park / 3G at Kimberley Leisure Centre | LL1922_K05 | 0,000 | (24,000) | (26,000) |
| <u>GET ACTIVE</u> | | | | |
| Implement the Get Active Strategy | LL1922_S01 | 0,000 | 0,000 | 0,000 |
| Wellness & Loneliness | LL1922_S02 | 0,000 | 0,000 | 0,000 |
| Sports Events | LL1922_S03 | (10,000) | (10,000) | (10,000) |
| TOTAL REVENUE IMPLICATIONS*** | | 000,000 | | |
| TOTAL CAPITAL IMPLICATIONS LIBERTY LEISURE LIMITED | | 58,000 | 40,000 | |
| TOTAL CAPITAL IMPLICATIONS BROXTOWE BOROUGH COUNCIL | | 34,000 | 40,000 | |

*These developments create a platform from which commercial opportunities will be explored

** Existing income is £32,000 per year. This income is reducing and is at risk if a refurbishment is not undertaken

***Set up/development costs that are contained within existing budgets are not included in these figures

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 | No | New 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 |

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 |
|-------------------|------------------------------------------------|----------------------------------------------------------------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| LL1922_K04 NEW | Refurbish the iGym at Kimberley Leisure Centre | Improved customer retention and additional members are not realised. | Yes | Existing knowledge of what works for junior fitness and the probable income that can be derived. Not completing the project puts existing income at risk. |

| 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_G09 NEW | Introduce Les Mills Virtual Group Exercise Classes | Improved customer retention and additional members are not realised. | Yes | <p>Set up costs are contained within existing revenue budgets with the improvements having a wider benefit to existing customers.</p> <p>Les Mills is an international company utilising data from across the world to inform its Return on Investment (ROI) calculator. The ROI forms part of the business planning template with an additional risk factor being applied by the management team to mitigate underperformance.</p> <p>Les Mills will provide the team with support to ensure effective marketing in the lead up to the launch.</p> <p>Other users of Les Mills at Clowne and Watford have provided positive feedback on the impact of using Les Mills.</p> |
| LL1922_C01 NEW | Multi-Functional Activity Room at Chilwell Olympia? | <p>Reviewing the joint use agreement with Chilwell School. Or implementing a local agreement.</p> <p>Displacing existing customers.</p> | Yes | <p>Meeting with school, initial verbal agreement.</p> <p>Implement alternative improvements in conjunction with school requirements.</p> <p>Complete sufficient customer consultation.</p> |

| 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_K03 NEW | Creating a functional fitness space at Kimberley Leisure Centre | Improved customer retention and additional members are not realised. | Yes | <p>The Les Mills Return on Investment calculator is used to estimate potential financial benefit from delivering the project.</p> <p>David Lloyd and a boutique gym in Manchester have been visited to understand how a functional fitness space will benefit the business. Similar facilities will be visited.</p> <p>Different providers of equipment will be researched.</p> |
| LL1922_S01 NEW | Implement the Get Active Strategy | <p>Levels of inactivity in Broxtowe are not improved.</p> <p>Measure of improvement is through the Sport England Active Lives Survey. There is some statistical variation in this measure.</p> | Yes | <p>Identifying an area with the greatest potential for improvement.</p> <p>Utilising expert knowledge to research and improve community engagement to gain trust and work with the community.</p> |
| LL1922_K05 NEW | Investigate potential partnership funding, planning potential and local support to develop additional car park space and full size 3G football pitch at Kimberley Leisure Centre | <p>No external funding is available from the FA.</p> <p>School do not approve the development.</p> <p>Planning permission not obtained</p> | Yes | No council or company money will be committed until partner arrangements are confirmed. |

List of Strategic Risks (<https://intranet.broxtowe.gov.uk/media/2127/strategic-risk-register-as-at-august-2018.pdf>):

- 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 to complete the re-development of Beeston town centre
- Risk 6 - Not complying with domestic or European legislation
- Risk 7 - Failure of Financial Management and/or budgetary control
- Risk 8 - Failure to maximise collection of income due to the Council
- Risk 9 - Failure of key ICT systems
- Risk 10 - Failure to implement private sector element of Housing Strategy in accordance with Government and Council expectations
- Risk 11 - Failure to engage with partners and the community to implement Broxtowe's Sustainable Community Strategy 2010 – 2020
- Risk 12 - Failure to implement effective Crime & Disorder Reduction Strategy
- Risk 13 - Failure to provide housing in accordance with the LDF
- Risk 14 - Natural disaster or deliberate act, which affects major part of the Authority
- Risk 15 - Failure to mitigate the impact of the Government's welfare reform agenda
- Risk 16 - Failure to maximise opportunities and recognise the risks in shared services arrangements
- Risk 17 - Corporate and/or political leadership adversely impacting upon service delivery
- Risk 18 - High levels of sickness
- Risk 19 - Lack of skills and/or capacity to meet increasing initiatives and expectations.
- Risk 20 - Inability to attract or retain key individuals or groups of staff
- Risk 21 - Failure to fully utilise investment in ICT infrastructure
- Risk 22 - Processes or procedures not followed leading to ill informed decisions and/or abuse of Council facilities
- Risk 23 - Failure to comply with duty as a service provider and employer to groups such as children, the elderly, vulnerable adults etc.
- Risk 24 - Failure to ensure appropriate levels of data quality
- Risk 25 - Unauthorised access of data
- Risk 26 - High volumes of employee or client fraud
- Risk 27 - Failure to effectively communicate either externally or internally