

**LIBERTY LEISURE LIMITED Business Plan 2025 - 2028**

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 2021 (amend to be updated 2025/26)	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 Notts County Council and school governing bodies	Agreement with Chilwell School subject to 2 years notice	Business Director/Deputy Chief Executive

## 2. LIBERTY LEISURE LIMITED VISION AND VALUE

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

Service Areas covered by this Plan	Service Objectives
Vision	Leisure and Health at the heart of our community
Mission	To earn the lifelong loyalty of our customers through delivering first class leisure and health opportunities
Values	<ul style="list-style-type: none"> <li>• <b>Innovation</b> – constantly evolving our offering</li> <li>• <b>Care</b> – caring for our community</li> <li>• <b>Integrity</b> – always acting with integrity</li> <li>• <b>Safety</b> – provide safe and secure facilities and events</li> <li>• <b>Value For Money</b> – delivering value for all</li> <li>• <b>Employees</b> – recognising our staff and ensuring a happy workplace for all</li> <li>• <b>Fun</b> – vibrant and diverse leisure, culture and events that enrich lives</li> </ul>
Operational Areas	<ul style="list-style-type: none"> <li>• Bramcote Leisure Centre</li> <li>• Chilwell Olympia</li> <li>• Get Active (inc. operations at Greasley Sports and Community Centre)</li> <li>• Business Development</li> </ul>

### 3. MEASURES OF PERFORMANCE AND SERVICE DATA

#### PERFORMANCE INDICATORS

The initial 2024/25 targets were based on operating Kimberley Gym & Swim (KGS), Bramcote Leisure Centre (BLC) and Chilwell Olympia (CO), However KGS ceased to be operated by Liberty Leisure at March 2024. Therefore, where appropriate forecasted figures from October 2024 have been included for reference and are based on current LLL operations of Bramcote Leisure Centre (BLC) and Chilwell Olympia (CO).

Targets from 2025/26 include Hickings Lane (HL), based on opening November 2025, this is on the assumption that the business Plan for operation is agreed.

The new Bramcote Leisure Centre is expected to open in winter 2026/27 and the targets include anticipated use.

Indicator Description (Pentana Code)	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Indicator Owner and Comments (incl. benchmarking)
Total Attendances for Liberty Leisure Limited LLLocal_G02	913,122	974,368	927,716	700,000	775,000	852,000	890,000	Business Director Operations Manager Systems and Finance Manager

Indicator Description (Pentana Code)	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Indicator Owner and Comments (incl. benchmarking)
Total number of members (Fitness and Swim School) LLLocal_G12	1,410	7,149	6,166	8,170 Revised to 5,650 as no KLC  GYM BLC = 2,700 CO = 370  Exercise Referral = 384  SWIM SCHOOL BLC = 2,196	5,780  GYM BLC = 2,628 CO = 370  Exercise Referral = 490  SWIM SCHOOL BLC = 2,290	6,440  GYM BLC = 3,040 CO = 395  Exercise Referral = 580 HL = 95  SWIM SCHOOL BLC = 2,330	6,790  GYM BLC = 3,200 CO = 420  Exercise Referral = 630 HL = 160  SWIM SCHOOL BLC = 2,380	Business Director Operations Manager Systems and Finance Manager Targets are taken from the annual sales forecasting

Indicator Description (Pentana Code)	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Indicator Owner and Comments (incl. benchmarking)
Total Number of Annual Direct Debits Collected <a href="#">LLLocal_G06</a>	16,923	69,199	83,767	94,000 Revised to 65,950 as no KLC	65,950 Gym = 41,820 Swim = 24,130	67,942 Gym = 43,361 Swim = 24,582	71,634 Gym = 46,525 Swim = 25,109	Business Director Operations Manager Systems and Finance Manager Targets are taken from the annual sales forecasting
Percentage of direct debits collected <a href="#">LLLocal_G13</a>	97.8%	98.1%	96.42%	98.4%	98.4%	98.4%	98.4%	Business Director Systems and Finance Manager
Total Income (excluding management fee) <a href="#">LLLocal_G05</a>	£3.350m	£2.955m	£3.356m	£3.249m October Forecast £2.518m	£2.750m	£3.047m	£3.246m	Business Director Operations Manager Systems and Finance Manager

Indicator Description (Pentana Code)	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Indicator Owner and Comments (incl. benchmarking)
Operating Expenditure (including central charges) LLLocal_G04	£4.118m	£3.466m	£3.907m	£3.754m October Forecast £2.921m	£3.076m	£3.223m	£3.296m	Business Director Operations Manager Expenditure changes include a view of general increasing costs including the annual pay award
Management Fee from the Council to Liberty Leisure Ltd LLData_G05	£0.995m	£0.700m	£0.519m	£0.369m	£0.269m	£0.176m*	£0.050m*	Business Director *Provisional figure

Indicator Description (Pentana Code)	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Indicator Owner and Comments (incl. benchmarking)
Subsidy per visit all service areas LLLocal_G07	57.8 pence	49.7 pence	56.0 pence	57.7 pence	34.7 pence	24.6 pence	8.3 pence	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	-	-	£0.442m Surplus	£0.386m Surplus Includes redundancy fee to MD	£0.329m Surplus	£0.329m Surplus	£0.329m Surplus	Business Director New performance indicator from 2024/25

## 4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2025/26 – 2027/28 INCLUDING COMMERCIAL ACTIVITIES

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Investigate the possibility of adopting the 'Agency Agreement' model for the operating of leisure services  LL2427_G02	Review the possibility of minimising the operators VAT liability	Broxtowe Borough Council	Business Director Head of Finance  Completion: 31/03/2026	It may be possible to operate an 'Agency Agreement' enabling the operator to not pay VAT on both its sales and purchases.  To be reviewed further when final costs are known with the New Bramcote Leisure Centre build due to the possible VAT implications.
Review the support services and charges provided by Broxtowe Borough Council (BBC)  LL2427_G03	Rationalise the support services provided to the company by BBC so that there are improved financial and operational efficiencies	Broxtowe Borough Council  <ul style="list-style-type: none"> <li>• Finance</li> <li>• ICT</li> <li>• Payroll</li> <li>• Human Resources</li> </ul>	Business Director	The support services required by the company will be reviewed annually alongside the budget setting cycle.  This will account for any changes to the operation of Liberty Leisure Limited including staff numbers and processes, new projects and technological changes.

Description ( <a href="#">Pentana Code</a> )	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Alternative leisure provision in the north of the Borough <a href="#">LL2427_G04</a>	Continuation of Exercise Referral in the north of the Borough at Greasley Sports & Community Centre	Primary Care Network Broxtowe Borough Council Greasley Sports & 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.
Planning, opening and operation of the new Hickings Lane Pavilion <a href="#">LL2427_G05</a>	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Hickings Lane from 2025/26	Broxtowe Borough Council Football Foundation Stapleford Town Football Club Steven Gerrard Academy Primary Care Network	Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC))  Operations Manager Start April 2025 End March 2028	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.  Financial implications will come into effect from October 2025 - March 2026 (a part year probably 5 months) with a full operating year being 2026/27.

<b>Description</b> (Pentana Code)	<b>Targeted Outcome</b>	<b>Partnership / Procurement Arrangements</b>	<b>Officers Responsible / Target Completion Date</b>	<b>Budget Implications / Efficiencies / Other Comments</b>
Planning, opening and operation of the new Hickings Lane Pavilion LL2427_G05 (Continued)	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Hickings Lane 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 prior to opening. below. LLL require both BBC and/or the Stapleford Towns Delivery Board and the LLL company’s Board of Directors to approve the company becoming the site operator. A summary of anticipated Expenditure, Income and Balances for operating the Hickings Lane Pavilion are provided

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Planning, opening and operation of the new Hickings Lane Pavilion LL2427_G05 (Continued)	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Hickings Lane from 2025/26	Broxtowe Borough Council Football Foundation Stapleford Town Football Club Steven Gerrard Academy Primary Care Network 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	<u>Expenditures</u> 2025/26 = £116,706 2026/27 = £265,973 2027/28 = £275,618 <u>Incomes</u> 2025/26 = £94,417 2026/27 = £265,727 2027/28 = £290,134 <u>Balances</u> 2025/26 = - £24,290 2026/27 = - £246 2027/28 = £14,156

<b>Description</b> (Pentana Code)	<b>Targeted Outcome</b>	<b>Partnership / Procurement Arrangements</b>	<b>Officers Responsible / Target Completion Date</b>	<b>Budget Implications / Efficiencies / Other Comments</b>
Support Broxtowe Borough Council in the development of a new leisure facility at the Bramcote site  <a href="#">LL2225_G01</a>	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	Broxtowe Borough Council	Business Director / Operations Manager  April 2022 to March 2027	Liberty Leisure Ltd will: <ol style="list-style-type: none"> <li>1. Support the Council in developing the facility mix and business case for the operation of a new Bramcote Leisure Centre site</li> <li>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</li> <li>3. Factor the above facility mix in to a draft budget Plan</li> </ol> Based on the current programme the new facility is due to be in operation from winter 2026 so the financial implication will commence from then onwards. The expected implications are included in the later years of this Plan.

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Grow fitness memberships LL2326_G01a</p>	<p>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 potential opening of a gym facility at the Hickings Lane Pavilion</p>	<p>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'</p>	<p>Business Director Operations Manager Systems and Finance Manager Fitness and Memberships Manager Start: April 2021 End: March 2026</p>	<p>Income from fitness is derived primarily from Direct Debits for different standard membership categories as well as Exercise Referral and Annual Memberships <b>ACTUAL</b></p> <ul style="list-style-type: none"> <li>• 2023/24 = £1,204k</li> </ul> <p><b>TARGET</b></p> <ul style="list-style-type: none"> <li>• 2024/25 = £975k</li> <li>• 2025/26 = £1,039k</li> <li>• 2026/27 = £1,110k (new BLC opens)</li> <li>• 2027/28 = £1,225k</li> </ul> <p>LLL will be conducting a comprehensive review of membership types early in quarter 1 2025/26 to ensure income is being maximised while supporting those who require additional support to attend. The current gym equipment at Bramcote Leisure Centre (BLC) and Chilwell Olympia is 7 years old and assuming replacement in line with the new BLC will be 9 years old, which is beyond the standard operating lifespan and as a result increases the risk of maintenance becoming an issue.</p>

Description (Pentana 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 Refer All (Exercise Referral Management Software) Carbon Group	Business Director Operations Manager Active Lifestyles Manager  Start: April 2024 End: March 2026	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 it is envisaged that no additional resources will be required to manage additional referral programmes and referrals. Any future additional resources will be subject to a business case being completed and approved by the Board of Directors.  <b>TARGETS</b> Assumes no additional staffing costs <ul style="list-style-type: none"> <li>• 2025/26 = £102.9k</li> <li>• 2026/27 = £113.2k</li> <li>• 2027/28 = £124.5k</li> </ul> <b>All referral members and incomes are included in the Grow Fitness Memberships Business Action</b>

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Grow Swimming Incomes LL2528_G01 (New)	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	Notts County Council Gladstone Leisure Management System Carbon Group	Business Director Operations Manager Duty Manager (Swimming) Start: April 2024 End: March 2028	<p><b>PUBLIC SWIMMING</b></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><b>ACTUAL</b></p> <ul style="list-style-type: none"> <li>• 2023/24 = £270k</li> </ul> <p><b>TARGET</b></p> <ul style="list-style-type: none"> <li>• 2024/25 = £220k</li> <li>• 2025/26 = £233k</li> <li>• 2026/27 = £245k (new BLC opens)</li> <li>• 2027/28 = £260k</li> </ul> <p>Opportunities to increase income from public swimming are limited by increases in swim lessons reducing pool availability.</p>

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Grow Swimming Incomes <a href="#">LL2528_G01 (New)</a> (Continued)	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	Notts County Council Gladstone Leisure Management System Carbon Group	Business Director Operations Manager Duty Manager (Swimming)  Start: April 2025 End: March 2028	<p><b>SWIM SCHOOL</b></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><b>ACTUAL</b></p> <ul style="list-style-type: none"> <li>• 2023/4 = £945.4k</li> </ul> <p><b>TARGET</b></p> <ul style="list-style-type: none"> <li>• 2024/25 = £719.2k</li> <li>• 2025/26 = £762.4k</li> <li>• 2026/27 = £800.5k (new BLC opens)</li> <li>• 2027/28 = £840.5k</li> </ul>

<b>Description</b> (Pentana Code)	<b>Targeted Outcome</b>	<b>Partnership / Procurement Arrangements</b>	<b>Officers Responsible / Target Completion Date</b>	<b>Budget Implications / Efficiencies / Other Comments</b>
Implement price changes <a href="#">LL2427_G08</a>	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 2025 and 31 March 2026  The additional £75k from this business action is included within the total income detailed in the finance section of this business Plan

<b>Description</b> (Pentana Code)	<b>Targeted Outcome</b>	<b>Partnership / Procurement Arrangements</b>	<b>Officers Responsible / Target Completion Date</b>	<b>Budget Implications / Efficiencies / Other Comments</b>
Implement updated digital sales and booking processes <a href="#">LL2427_G09</a>	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"> <li>• Customer Emails</li> <li>• App Functionality</li> <li>• Waiting lists</li> <li>• Access Control - QR codes</li> <li>• Website Communication – AI/Chat Bot</li> <li>• Automated Communications</li> </ul> <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 ( <a href="#">Pentana Code</a> )	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Replace the gym equipment estate across the Liberty Leisure operated facilities <a href="#">LL2427_G10</a>	Capital investment to provide the gym at the Hickings Lane Pavilion (operating from 2025/26), and equipment for the new Bramcote Leisure Centre and Chilwell Olympia in 2026/27.  Support the continued growth of the fitness membership to support the delivery of annual financial targets.	Procurement process to be agreed  Likely to be two separate processes in different years.	Business Director  Operations Manager  Systems and Finance Manager  Procurement and Contracts Officer (Broxtowe Borough Council)  Fitness and Memberships Manager  Duty Managers (Fitness)   Start: Sept 2023 End: Dec 2026	2025/26 – Total £120k £120k for Hickings Lane Pavilion Gym  2026/27 – Total £550k £420k for Bramcote Leisure Centre £130k for Chilwell Olympia  Total project cost £670k  The above prices are exclusive of VAT, could consider lease costs if it would be preferred to spread costs out.  Income targets will not be achieved without this equipment investment.

<b>Description</b> (Pentana Code)	<b>Targeted Outcome</b>	<b>Partnership / Procurement Arrangements</b>	<b>Officers Responsible / Target Completion Date</b>	<b>Budget Implications / Efficiencies / Other Comments</b>
Manage the reduction in the allocated management fee being made to the company by Broxtowe Borough Council <a href="#">LL2326_04</a>	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:  <b>ACTUAL</b> <ul style="list-style-type: none"> <li>• 2024/25 = £369k</li> </ul> <b>FORECAST</b> <ul style="list-style-type: none"> <li>• 2025/26 = £269k</li> <li>• 2026/27 = £176k*</li> <li>• 2027/28 = £50k*</li> </ul> * 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	2024/25 Budget (£)	2024/25 October Revised Budget (£)	2025/26 Budget (£)	2026/27 Budget (£)	2027/28 Budget (£)	Comments
Staffing costs	1,685,414	1,723,574	1,856,531	1,941,080	2,012,204	Efficiency savings implemented offset by pay awards/National Insurance increase
Utilities, Business Rates and Rental	397,775	372,772	372,998	399,108	400,183	Reduction in year but forecast increases despite new centre efficiencies
Operating costs	407,586	412,330	436,949	454,301	448,574	Increase due to profit share with Greasley / NBA and the new Hickings Lane site
VAT	140,000	142,585	157,652	164,964	164,881	Calculated based on operational spend and expected recovery
Council Service Charges	214,000	220,000	222,500	226,950	231,489	Assumes reductions from not operating Kimberley Leisure Centre with small increases each year
Insurance	75,937	50,000	30,200	36,600	38,285	Calculated based on reduction in 2024/25 continuing into future years
<b>EXPENDITURE</b>	<b>2,922,423</b>	<b>2,921,262</b>	<b>3,076,830</b>	<b>3,223,003</b>	<b>3,295,617</b>	

## Income

Area	2024/25 Budget (£)	2024/25 October Revised Budget (£)	2025/26 Budget (£)	2026/27 Budget (£)	2027/28 Budget (£)	Comments
School Swim and Chilwell JU	(117,550)	(117,550)	(118,905)	(120,287)	(121,696)	Additional incomes from NCC school swim programme
Operating income	(2,340,675)	(2,408,196)	(2,631,328)	(2,926,566)	(3,124,135)	2024/25 increased sales and price changes Dependent of new BLC opening as planned
<b>INCOME</b>	<b>(2,458,225)</b>	<b>(2,525,746)</b>	<b>(2,750,233)</b>	<b>(3,046,853)</b>	<b>(3,245,831)</b>	

**Summary**

Area	2024/25 (£)	2024/25 (£) October Revised Budget	2025/26 (£)	2026/27 (£)	2027/28 (£)	Comments
Operational Expenditure	2,922,423	2,921,262	3,076,830	3,269,659	3,342,737	
Operational Income	(2,458,225)	(2,525,746)	(2,750,233)	(3,060,007)	(3,268,999)	
<b>Operating Balance</b>	<b>464,198</b>	<b>370,735</b>	<b>326,597</b>	<b>176,150</b>	<b>49,786</b>	
Management Fee	(369,000)	(369,000)	(269,000)	(176,150)*	(49,786)*	£100k reduction in to 25/26 *Provisional amount, not yet agreed with Council
<b>Deficit / Surplus</b>	<b>95,198</b>	<b>26,516</b>	<b>57,597</b>	<b>0</b>	<b>0</b>	
<b>Reserves</b>	<b>-£353,113</b>	<b>-£385,517</b>	<b>-£327,920</b>	<b>-£327,920</b>	<b>-£327,920</b>	2024/25 revised budget includes MD redundancy costs

## 6. SUMMARY OF KEY RISKS

<b>Key Strategic Risk</b>	<b>Action to be taken or required to mitigate/minimise the risk or threat</b>
1. Teckal Company	Ongoing strategic operational documents identifying a wide range of actions to develop the company
2. Lack of financial resources 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 &amp; 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 Head of Estates (HoE) (or nominated officer) to review the state of the site. Issues identified are raised with the Deputy Chief Executive of BBC via the Head of 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>

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All sites - Legionella, Asbestos and Electrical Safety	Health & Safety risk for customers, staff and contractors	<p>Management of legionella by Liberty Leisure Limited (LLL) or partner site operators with all involved trained to complete and manage processes.</p> <p>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.</p>
All sites - General operations and Emergency Procedures	Health & Safety risk for customers, staff and contractors	<p>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.</p> <p>Procedures are reviewed over time and/or following a situation that may arise.</p>
Chilwell School	Building of a new school at the existing site	<p>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.</p>

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Operational incomes fail to reach required targets	<p>Company operates a deficit budget.</p> <p>Company has 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 is ongoing. 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 operates a deficit budget.</p> <p>Company has 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 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 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>

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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>

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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>

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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>
Reputational Risk	Reduction in numbers of customers affecting income. Bringing the company and/or the council into disrepute	<p>Marketing guidelines in place to support communications; communications limited to supported marketing working group with feedback to management team for potential contentious issues.</p> <p>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</p>
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.

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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.