

LIBERTY LEISURE LIMITED BUSINESS PLAN 2020-2023

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 2020	Broxtowe Borough Council
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 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	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 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	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	Continues in force until termination	Managing Director/Deputy

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
	governing bodies		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 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 2016/17	Actual 2017/18	Actual 2018/19	Comments including benchmarking data
LLLocal_G02	Total Attendances for Liberty Leisure Limited	1,687,714	1,709,356	1,743,511	
LLLocal_G09	Percentage of Inactive Adults in Broxtowe	26.1%	23.7%	18.4%	Data from Sport England Active Lives Survey
LLLocal_G08	APSE Customer Satisfaction Survey	70%	Not Available	TBC	Combining Liberty Leisure Limited sites creates a new Performance Indicator for 2017/18 onwards. Data will be added once confirmed by APSE.
LLLocal_G10 NEW	Liberty Leisure Limited Gender Pay Gap	Not Available			This data is for Liberty Leisure Ltd only and does not include any data from Broxtowe Borough Council.

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)
		2016/17	2017/18	2018/19	2019/20	2020/21	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	1.688m	1.710m	1.744m	1.745m (revised)	1.750m	1.755m	Event & Museum Manager Leisure Centre Managers
Inactive Adults in Broxtowe %	LLLocal_G09	26.1% Reported Oct 17	23.7% Reported Oct 18	18.4% Reported Oct 19	20%	20%	20%	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)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
Key Performance Indicators (KPI)								
Liberty Leisure Limited								
Total Number of Annual Direct Debits Collected	LLLocal_G06	85,793	88,281	94,711	95,000	96,000	97,000	Business Manager
Total Income (excluding management fee)	LLLocal_G05	£3.250m	£3.423m***	£3.574m	£3.700m	£3.866m	£3.890m	Managing Director All actual figures are taken from the General Ledger not the final accounts.
Operating Expenditure (including central charges)	LLLocal_G04	£4.500m*	£4.396m	£4.236m	£4.695m	£4.735m	£4.805m	Managing Director All actual figures are taken from the General Ledger not the final accounts.
Management Fee from the Council to Liberty Leisure Ltd	LLData_G05	£1.250m* *	£1.160m	£1.030m	£995k	£850k	To be agreed	Managing Director
Subsidy per visit (Broxtowe Borough Council's subsidy based on the annual management fee paid to the company)	LLData_G06 NEW	74.0 pence*	67.8 pence	59.1 pence	57.0 pence	48.6 pence	48.4 pence	Managing Director
Subsidy per visit	LLLocal_G07	74.0	58.1	38 pence	57.0	49.7	52.1/	Managing Director

Indicator Description	Pentana Code	Achieved			Target			Indicator Owner and Comments (incl. benchmarking)
		2016/17	2017/18	2018/19	2019/20	2020/21	Future Years	
(Liberty Leisure Ltd subsidy based on operating incomes and expenditures)		pence*	pence		pence	pence	pence	
APSE Customer Satisfaction Survey	LLLocal_G08	Not Available	70%	TBC	80%	80%	80%	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

*** This figure was previously reported with the management fee included

4. KEY TASKS AND PRIORITIES FOR IMPROVEMENT 2020/21 – 2022/23 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					
NEW	Investigate alternative Point of Sale (POS) providers to replace the existing supplier	POS system that integrates with all existing services. New system to provide extra functionality not provided by the existing supplier.	Any new supplier will be sourced via a procurement process	Business Manager Start June 2020 End Sept 2021	£10,000 revenue from existing budgets. It is envisaged that annual license costs will be maintained with a new supplier
LL1922_G01	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 Omnic/Clarity Innovatise	Business Manager Start April 2018 End March 2021	Initial costs to be funded through existing revenue budgets. Target for increasing Direct Debit collections detailed in the LLL performance indicators.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
NEW	Increasing sales from activities that are outside of the company's core activities	Extend the training opportunities that the company is able to sell to external companies. Increase income through the additional sales	Personal Trainers NUCO New College Nottm Gym Pro	Business Development Officer	Efficiencies made from first aid in 2019-20 is £2,100 Additional income from growing the first aid sales, developing new training opportunities and expanding the retail offer.
LL1922_G04	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 2021	Set up costs contained within existing budget. Creates opportunity for future commercial development
LL1922_G05	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 BC Technogym UK Active Notts ASA Nott'm 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	Investigate feasibility of operating an additional commercial fitness space e.g. from a pop up shop	Increase annual company surplus to reduce the management fee paid by Broxtowe Borough Council	Zwift / Peloton Technogym Softbrick Gym Pro	Managing Director Business Manager Start Sept 2019 End Sept 2022	Investigate options and potential through market demographics, market and industry research Appropriate facility required
NEW	Support people who have been made redundant from work to remain physically active	Provide a short term opportunity to keep people active. This action will contribute to the outcomes detailed in the Get Active	Job Centre Plus	Managing Director Start April 2020 End March 2021	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
NEW	Review and improve the Corporate Membership package offered	To increase the number of corporate partners who use Liberty Leisure facilities	Develop partnerships, to date: Haines Watts Chetwynd Barracks	Sales and Retention Officer	Increase sales and deliver additional bespoke services. Example, additional income from agreement with Chetwynd Barracks is worth £2,100 for 2020-21. Target income from additional DD sign ups of £2,700
NEW	Review concessionary leisure card fees	Introduce an annual charge for the use of the concessionary leisure card	Broxtowe BC	Business Manager Start April 2021 End March 2022	Additional annual income of £5,600
NEW	Develop and implement an intranet for the company	Improve communication across the Liberty Leisure Ltd team	Three65 Media	Business Manager Start April 2020 End March 2021	Initial costs of £3,000. Further £2,000 for identified additional functionality to be retained within existing revenue budgets
NEW	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	Public Health CCG Active Notts	Business Manager Start Jan 2020 End Sept 2020	Decide whether or not to proceed with an exercise referral scheme.
NEW	Implement a new exercise referral scheme if pre planning and partner 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	Business Manager Start March 2021 End Sept 2021	An initial estimate of 125 annual referral would provide additional £18,000 of income 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					
NEW	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 April 2020 End September 2020	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
NEW	Increase the scope and number of activities delivered at the Birthplace Museum	Increase overall service users and increase attendances from the Eastwood area	Arts Council England Marketing NG	Cultural Services Manager Start April 2020 End March 2021	Increase user numbers from 3,000 to 4,000 through new and additional exhibitions, workshops and events
NEW	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 April 2021 End March 2022	Increasing visits through return visits being encouraged and increased dwell time through new forms of interaction with the collection
NEW	Deliver small, paid for indoor events	To provide a limited programme of indoor events at different locations across the Borough	Towns and parish Councils Local promoters	Cultural Services Manager Start April 2021 End March 2022	Broaden the target demographic for community events Subject to funding from BBC for an additional Events Officer

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
Leisure Centres					
LL1922_K03 NEW	Creating a functional fitness space at Kimberley Leisure Centre (Phase 2)	Increase a functional fitness space to complement existing provision to increase membership numbers. Improve the financial efficiency of the leisure centre	Suppliers to be investigated	KLC Manager Start April 2021 End March 2022	Initial investigations, capital costs of £80,000 included as a 50:50 shared cost with BBC This second phase of this development is dependent upon the outcomes of the Council's Leisure Facilities Strategy
LL1922_K04	Refurbish the iGym at Kimberley Leisure Centre to include Les Mills GRIT	Retain existing junior fitness income. Increase junior fitness memberships	Pavi Gym, other suppliers being investigated	KLC Manager Start Sept 2020 End Dec 2021	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 <i>Progressing this development is dependent on the outcome of the council's Leisure Facility Strategy</i>
LL1922_K05	Investigate potential partnership funding, planning potential and	Increase attendance and income through football	Football Foundation	Managing Director / KLC Manager	Estimated additional surplus income from new MUGA alone

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
	local support to develop additional car park space and full size 3G football pitch at Kimberley Leisure Centre	activities Increase fitness memberships and income	Kimberley School	Start April 2020	is £68,000 per year. This development with improved access enables the proposed new fitness opportunities detailed in this business plan to better realise additional income from fitness memberships Capital costs in excess of £1m. It is likely that 50% of this cost will need to be found by the Council/School. The local football facilities plan completed with the football foundation places this project on the local priority list. <i>This development depends on the outcome of the Council's Leisure Facilities strategy work</i>
NEW	Create a space at Kimberley Leisure Centre that can be hired to customers (Phase 1)	Convert a disused changing space into a useable space with the potential to expand into a fitness space to support increasing membership sales	None	Kimberley Leisure Centre Manager Start April 2020 End March 2021	Potential small additional income through hiring space for meetings Additional space provides flexibility for the potential growth of first aid training provision
NEW	Investigate potential partnership funding, planning potential and	Increase attendance and income through football activities	Football Foundation	Managing Director / CO Manager	Estimated additional surplus income from a new MUGA alone is £68,000 per year.

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
	local support to develop a full size 3G football pitch at Chilwell Olympia		Chilwell School	Start April 2020	Capital costs will be in excess of £750,000. It is likely that 50% of this cost would need to be found by the Council / School as partner funding. The local football facilities plan completed with the football foundation places this project on the local priority list. <i>This development depends on the outcome of the Council's Leisure Facilities strategy work</i>
NEW	Extend Les Mills Virtual Classes into additional dance studios at Kimberley and Bramcote Leisure Centre	Reduce class cancellations, reduce the need for paying additional instructor cover, continue to reduce member cancellations	Nottingham Audio Visual Les Mills UK	KLC and CO Managers Start January 2020 End March 2021	Installation costs to be contained within existing revenue budgets
NEW	Create a new space for second treatment room at Bramcote Leisure Centre	Expand personal training opportunities to improve the retention of the company's existing customer base	Existing Personal Trainers	BLC Leisure Centre Manager Start April 2020 End March 2020	£1,000 - £2,000 surplus income each year from room hire
NEW	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 April 2020	Increase surplus from the delivery of birthday parties by £1,200 in year one

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
				End March 2021	
NEW	Installation of new fitness equipment at each of the leisure facility sites	Maintain existing fitness membership income Ensure equipment maintenance costs remain within existing revenue budgets	Procurement to be made available to all potential suppliers	Managing Director Start January 2021 End January 2022	Capital expenditure £600,000 Additional items include digital solutions to support customer use of the hardware, approximate costs £20k per year
Get Active					
LL1922_S01	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	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
NEW	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	Volunteer Action Bureau Citizens	Managing Director Start January 2020 End March 2022	£5,000 is the identified annual cost of supporting volunteers through contributing to expenses incurred. This cost will be retained within the existing revenue budget

Pentana Code	Description	Targeted Outcome	Partnership/ Procurement Arrangement	Officers Responsible/ Target Date	Budget Implications/ Efficiencies/Other comments
		the company			

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	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
Budget Implications				
Increased employee costs (assumes 2% annual pay award / no living wage)		54,390	57,000	60,000
Reduced management fee received	LLDataG05	145,000	145,000*	145,000*
Formalising volunteer opportunities	NEW	5,000	5,000	5,000
Efficiencies Generated				
Extend Les Mills Virtual Classes into additional dance studios at Kimberley and Bramcote Leisure Centre	NEW	(9,000)	(8,800)	(8,600)
Additional income from additional Gym Direct Debits, final VAT increase on club bookings and other changes e.g. income from first aid training		(64,390)	0	0
New business/increased income				
Investigate alternative Point of Sale (POS) providers to replace the existing supplier	NEW	0	0	0
Increase Swim School monthly Direct Debits	N/A	(60,000)	(60,000)	(60,000)
Increasing sales from activities that are outside of the company's core activities	NEW	(5,000)	(6,000)	(7,000)
Set up Liberty Leisure Limited as a Direct Debit Bureau	LL1922_G04	0	0	(5,000) After additional expenditure

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
New business/increased income (Continued)				
Investigate feasibility of operating an additional commercial fitness space e.g. from a pop up shop	LL1922_G09	This development is complex and comes with some risk that needs to be fully understood. A business plan is being developed to work out the capital investment required along with the on-going potential income and expenditure that can be expected		
Review concessionary memberships	NEW	0	(5,400)	(5,400)
Review and improve the Corporate Membership package offered	NEW	(4,800)	(8,000)	(8,000)
Implement a new exercise referral scheme if pre planning and partner supports its feasibility	NEW	0	(18,000) based on 125 additional referral memberships	(18,000) based on 125 additional referral memberships
Create a space at Kimberley Leisure Centre that can be hired to customers (Phase 1)	NEW	0	(500) General meetings	0
Creating a functional fitness space at Kimberley Leisure Centre (Phase 2) Pending Leisure Facility Strategy Outcome	LL1922_K03	0	0	(7,000) 40,000 Capital BBC 40,000 Capital LLL
Refurbish the iGym at Kimberley Leisure Centre (to include Les Mills GRIT) Pending Leisure Facility Strategy Outcome	LL1922_K04	0	(18,000) 34,000 Capital BBC 64,000 Capital LLL	(40,000)

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2020/21 Budget £	2021/22 Budget £	2022/23 Budget £
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 Pending Leisure Facility Strategy Outcome	LL1922_K05	0	(68,000) Income assumes a partial year 550,000 Capital BBC	30,000 FDO post (68,000)
Investigate potential partnership funding, planning potential and local support to develop a full size 3G football pitch at Chilwell Olympia Pending Leisure Facility Strategy Outcome	NEW	0	0	(68,000) Income assumes a partial year 375,000 Capital BBC
Create a new space for second treatment room at Bramcote Leisure Centre	NEW	0	(1,000) Income assumes a partial year	(2,000)
Review children's birthday party provision. Improve and expand existing party provision.	NEW	(1,200)	(4,500)	(7,000)
Installation of new fitness equipment at each of the leisure facility sites	NEW	0	600,000	0
Net Change in Revenue Budgets		(0)	(0)	(0)
TOTAL REVENUE IMPLICATIONS**		50,000	(8,800)*	8,000*
TOTAL CAPITAL IMPLICATIONS LIBERTY LEISURE LIMITED		0	64,000	40,000
TOTAL CAPITAL IMPLICATIONS BROXTOWE BOROUGH COUNCIL		0	1,184,000	415,000

***Used 2020-21 Management Fee until further information is available**

**** These figures for 2021-22 and 2022-23 are less surplus figures from L1922_G09 and Birthday Parties.**

***** Please note that the revenue implications for 2020-21 have already been factored into the budget to meeting the management fee**

BUDGET SUMMARY STATEMENT

Increased costs detailed in the budget implications are offset by the permanent deletion of some vacant posts and reductions in planned expenditure for 2020-21 for example project delivery and sports events. Along with the developments detailed above maintaining gym and swim school direct debits at their present levels with some modest growth will result in a **forecast budget deficit of around £50,000** for the year 2020-21.

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

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
NEW	Investigate alternative Point of Sale (POS) providers to replace the existing supplier	Existing POS provider ceases to support existing product. New POS provider is unable to link with the range of existing applications required to deliver the business with the potential to decrease incomes	Yes	Discussions with the new suppliers to consider to ensure sufficient overlap with the existing supplier before switching to the new services

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	Revenue development does not make a financial return Ensuring that data protection legislation is maintained throughout the process Handling and reconciling the income of third parties Failure to retain key staff and the ability to provide sufficient skilled cover to maintain the service agreed with third parties	Yes	Budget surplus expectations are forecast to be minimal so that failure does not impact the overall business Work to ascertain a local market to build experience and some income without the need for additional staff Continue to develop existing staff so that they have the ability to step up to cover vacancies
LL1922_G06	Investigate the feasibility of operating an additional commercial fitness space	Business plan is not realised due to the changing nature of the marketplace Inability to obtain suitable premises	Yes	Develop a flexible model that spreads its risk across different offers that can be changed at relatively short notice Implement a model that existing employees can support rather than recruiting new permanent staff There is no urgency to deliver therefore if the development will not take place without the right premises

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
NEW	Implement a new exercise referral scheme	The changing market with Public Health reviewing existing provision Forecasted additional income is not realised	Yes	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
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_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_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> <p>The outcomes of the councils Leisure Facilities strategy</p>	Yes	<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>

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
NEW	Investigate potential partnership funding, planning potential to develop an additional full size 3G football pitch at Chilwell Olympia	No external funding is available from the FA. School do not approve the development. Planning permission not obtained The outcomes of the councils Leisure Facilities strategy	Yes	No council or company money will be committed until partner arrangements are confirmed. While the outcome of the Leisure Facility Strategy might curtail this development alternative delivery opportunities are likely to become available
NEW	Installation of new fitness equipment at each of the leisure facility sites	Received tender prices are significantly higher than anticipated The council does not make funds available to purchase new equipment Increased maintenance costs if keeping existing equipment or a new agreement does not cover all maintenance	Yes	Continue to operate with existing equipment Review likely impact on income and expenditure budgets Review how retained equipment can be redeployed across the estate

List of Strategic Risks

- 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