



# Shareholders Committee

Thu 27 Feb  
2025  
6.30 pm

Oakenshaw Community  
Centre, Castleditch  
Lane, B98 7YB



If you have any queries on this Agenda please contact  
Jess Bayley-Hill

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## **GUIDANCE ON FACE-TO-FACE MEETINGS**

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Please note that this is a public meeting.

If you have any questions regarding the agenda or attached papers, please do not hesitate to contact the officer named above.

### **Notes:**

Although this is a public meeting, there are circumstances when Council might have to move into closed session to consider exempt or confidential information. For agenda items that are exempt, the public are excluded.

# Shareholders Committee

Thursday, 27th February, 2025

6.30 pm

Oakenshaw Community Centre  
- Oakenshaw Community  
Centre

## Agenda

### Membership:

Cllrs:	Sharon Harvey (Chair)	Jen Snape
	Bill Hartnett (Vice- Chair)	Ian Woodall
	Joe Baker	

- 1. Apologies for Absence and Named Substitutes**
- 2. Declarations of Interest**
- 3. Council Funding and Support - Update (Pages 5 - 8)**
- 4. Exclusion of the Press and Public**

Should it be necessary, in the opinion of the Chief Executive, during the course of the meeting to consider excluding the public from the meeting on the grounds that exempt information is likely to be divulged, it may be necessary to move the following resolution:

“That, under S.100 (A) (4) of the Local Government Act 1972, the public be excluded from the meeting for the following matter(s) on the grounds that it/they involve(s) the likely disclosure of exempt information as defined in the relevant paragraphs (to be specified) of Part 1 of Schedule 12 (A) of the said Act”.

These paragraphs are as follows:

Subject to the “public interest” test, information relating to:

- Para 1 – any individual;
- Para 2 – the identity of any individual;
- Para 3 – financial or business affairs;
- Para 4 – labour relations matters;
- Para 5 – legal professional privilege;
- Para 6 – a notice, order or direction;
- Para 7 – the prevention, investigation or prosecution of crime;

and may need to be considered as ‘exempt’.

# **Shareholders Committee**

Thursday, 27th February, 2025

- 5. Minutes of the Previous Meeting (Pages 9 - 20)**
- 6. Performance Monitoring Report - Quarter 3 2024/25 (Pages 21 - 28)**
- 7. Rubicon Leisure Limited - Business Plan 2025/26 (Pages 29 - 38)**
- 8. Rubicon Leisure Limited - Budget Report 2025/26 (Pages 39 - 44)**

**Redditch Borough Council****Shareholders Committee 27<sup>th</sup> February 2025****Council Funding and Support Update**

Relevant Portfolio Holder	Councillor Juliet Barker Smith
Portfolio Holder Consulted	Yes
Relevant Head of Service	Pete Carpenter
Report Author	Job Title: Peter Carpenter – Director of Resources/Deputy Chief Executive Email: peter.carpenter@bromsgroveandredditch.gov.uk Contact Tel: 0152764252
Wards Affected	N/A
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	All
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	

**1. SUMMARY**

The Council set up Rubicon Leisure Limited in 2018 to deliver the Council's Leisure and Cultural activities. As part of the arrangements the Council provide ongoing support services to Rubicon.

**2. RECOMMENDATIONS**

**Shareholders Committee are asked to Note and Comment on the:**

- The position in terms of:
  - Rubicon related items in the 2025/6 Council Budget.
  - Closure 2024/25.
  - VAT.

**3. KEY ISSUES****Outstanding Issues**

- 3.1 The outstanding issues from the last meeting of this committee in relation to this report were updates on VAT and the Closure process. These are both contained within this report.

**2025/6 Budget Process**

- 3.2 As in previous years, the Council has delivered its budget in two phases with Phase 2 being approved by full Council on Monday 24<sup>th</sup> February.
- 3.3 As part of this process a significant number of Capital bids relating to Rubicon have been included, some initiated by Rubicon as potential ways to increase revenue and some by

**Redditch Borough Council****Shareholders Committee 27<sup>th</sup> February 2025**

the Council's property department as a requirement to maintain the quality of the Council's assets.

- 3.4 The full listing of those items are:
- Refurbishment of the Abbey Stadium Roof (£250k).
  - Refurbishment of Abbey Valley Stadium indoor Changing Rooms & Toilets (£300k).
  - Installation of a new outdoor Kiosk and Toilet refurbishment at Forge Mill (£90k).
  - Refurbishing the Male changing rooms and 2nd Green at PitcherOak (£30k).
  - Upgrade of the Athletics Track Surface (£300k).
- 3.5 The management fee, as per the contract, is increased in line with inflation, other pressures, should they arise, will be covered by a specific reserve set up for Rubicon.
- 3.6 The report to this Committee in December noted that, in their plans up to 2030, Rubicon also require investment in:
- Sports Hall conversion/fitness extension at Abbey Stadium
  - Additions to the outdoor area at Arrow Valley to grow the recreational offer eg. adventure golf.
  - Cover the cloisters to create an internal cultural space and café at Forge Mill.
  - Redevelop and reinterpret the museum.
  - Community Centre redevelopments.
  - New clubhouse at Pitcheroak.
- 3.7 In the Council's Tranche 2 Budget Report it talks in the Risk section about the impending Devolution of powers in Local Government and the setting up of Unitary Councils in existing 2 tier areas before the close of this Parliament. This will have a significant impact on the Council. In light of this, the Council is reviewing schemes that can be delivered and completed within the next three years to ensure that a legacy of a sustainable attractive Redditch is transferred on vesting day with infrastructure and amenities reflecting stakeholder requirements to make a difference to the residents of Redditch's lives. The schemes highlighted in 3.6 need to be reviewed in respect of this.

**2024/5 Accounts**

- 3.8 Both the Council and Rubicon have closed their 2023/24 Accounts. The process for closing the 2024/25 Accounts, now both entities have caught up, means that Council draft accounts are required by the 30<sup>th</sup> June. This will be considerably quicker than anything delivered since before the C-19 period. Plans are being drawn up to ensure this can be delivered.
- 3.9 The Council's closed accounts have "Disclaimer Opinions" like significant numbers of other Councils across the Country. It is still not clear how these Audit Opinions will impact on trading entities like Rubicon.

**Redditch Borough Council****Shareholders Committee 27<sup>th</sup> February 2025****VAT**

- 3.10 Payments have been made to Q2 2024/5. Rubicon is still making central assessment based payments while it, the Council and the Council's tax advisors PS Tax work with HMRC to bring all the records up to date. This is expected to be done for the Q4 payment in the 2024/5 financial year.

**4. Legal Implications**

- 4.1 No Legal implications have been identified.

**5. Strategic Purpose Implications****Relevant Strategic Purpose**

- 5.1 The Strategic purposes are included in the Council's corporate plan and guides the Council's approach to budget making ensuring we focus on the issues and what are most important for the borough and our communities. Our Financial monitoring and strategies are integrated within all of our Strategic Purposes.

**Climate Change Implications**

- 5.2 The green thread runs through the Council plan. Every report has potential financial implications and these in term can have implications on climate change. These will be addressed and reviewed through individual reports when relevant by climate change officers will ensure the correct procedures have been followed to ensure any impacts on climate change are fully understood.

**6. Other Implications****Customer / Equalities and Diversity Implications**

- 6.1 None as a direct result of this report.

**Operational Implications**

- 6.2 Managers meet with finance officers to consider the current financial position and to ensure actions are in place to mitigate any overspends.

**7. RISK MANAGEMENT**

- 7.1 The financial monitoring is included in the corporate risk register for the authority

**8. APPENDENCES**

**None**

Redditch Borough Council

Shareholders Committee 27<sup>th</sup> February 2025

AUTHOR OF REPORT

Name: Pete Carpenter– Director of Resources/Deputy Chief Executive  
E Mail: [Peter.Carpenter@bromsgroveandredditchbc.gov.uk](mailto:Peter.Carpenter@bromsgroveandredditchbc.gov.uk)





# Shareholders Committee

Monday, 2nd December,  
2024

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## MINUTES

### Present:

Councillor Sharon Harvey (Chair), Councillor Bill Hartnett (Vice-Chair)  
and Councillors Joe Baker and Ian Woodall

### Also Present:

Councillor Juliet Barker Smith

Ben Clawson-Chan (Managing Director, Rubicon Leisure Limited)

### Officers:

Peter Carpenter and Ben Clawson-Chan

### Democratic Services Officers:

Jess Bayley-Hill

## 7. APOLOGIES FOR ABSENCE AND NAMED SUBSTITUTES

An apology for absence was received on behalf of Councillor Jen Snape.

Members were informed that Councillor Matthew Dormer had been invited to attend the meeting as a leader of a political group, in line with the terms of reference for the Committee. Councillor Dormer had advised that he was hoping to attend the meeting but he would be late as he was due to attend another Committee meeting the same evening. In the event, that meeting had not finished by the time that the Shareholders Committee meeting concluded and therefore he was unable to attend.

## 8. DECLARATIONS OF INTEREST

There were no declarations of interest.

Chair

# Shareholders Committee

Monday, 2nd December, 2024

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## 9. MINUTES OF THE PREVIOUS MEETING

**RESOLVED** that

the minutes of the meeting of the Shareholders Committee held on 22<sup>nd</sup> August 2024 be approved as a true and correct record and signed by the Chair.

## 10. EXCLUSION OF THE PRESS AND PUBLIC

**RESOLVED** that:

Under S100 A (4) of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matters on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 3 of Part 1 of Schedule 12 of the said act, as amended.

**Minute Item No 11 – Budget Monitoring Report**

**Minute Item No. 12 – Quarter 2 Performance Monitoring Report 2024/25**

## 11. BUDGET MONITORING REPORT (TO FOLLOW)

The Deputy Chief Executive and Section 151 Officer presented a Budget Monitoring Report for the consideration of the Committee.

The report followed the Executive Committee's recent consideration of the Medium Term Financial Plan Tranche 1 report 2025/26 to 2027/28, which had included information regarding requests for capital funding that had been received from Rubicon Leisure Limited. This funding would be used for the following reasons:

- To upgrade the changing room and toilet facilities at the Abbey Stadium.
- For a new outdoor kiosk and toilet facilities at Forge Mill Needle Museum.
- To refurbish the changing facilities and second green at Pitcheroak Golf course.

Additional capital funding would also be helpful to enable upgrading of the roof at the Abbey Stadium and to improve the kitchen facilities at the Arrow Valley Countryside Centre.

# Shareholders Committee

Monday, 2nd December, 2024

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Progress had been made, since the previous meeting of the Committee, with preparation and submission of the company's accounts. This followed progress with the preparation and submission of the Council's accounts for three separate financial years from 2020/21 onwards. The company was on track to submit their accounts to Companies House by the deadline at the end of the calendar year. The Council's accounts were likely to receive a disclaimer opinion from the authority's external auditors and the company's external auditors would be notified of this situation accordingly.

Members were asked to note that Rubicon Leisure Limited would need to cover significant costs arising in relation to VAT. However, the Council had previously anticipated this cost and had set aside a reserve of £800,000 to try to cover these costs. Whilst the final figure remained to be confirmed on the date of the meeting, it was anticipated that the figure would be much lower than this reserve.

The Committee was advised that since the previous meeting, the Government had confirmed that the Council had been unsuccessful in its bid for Levelling Up Cultural Grant funding. This would have implications for Rubicon Leisure Limited, as it had been one of the organisations that might have benefitted from this funding. However, there was a Government consultation being undertaken on future culture grant funding and the Council needed to submit a response to this by the deadline of 13<sup>th</sup> December 2024.

Following the presentation of the report, Members discussed a number of points in detail:

- Progress that had been achieved by the Council in respect of responding to the Government's consultation on culture funding. An update was requested for the consideration of Members in respect of this matter.
- The Levelling Up funding for culture that had been withdrawn by the Government and the fact that the Council had not allocated this funding to any particular initiatives before the withdrawal was announced. Officers were asked to ensure that this situation was clarified in Council communications moving forward.
- The figures that had been included in the report in respect of capital funding requested to support Council assets operated by Rubicon Leisure Limited and the basis for these figures. The Committee was informed that some of these figures had been included in the bid for culture funding whilst other figures were based on information supplied by the company in terms of the level of investment needed in various assets.

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- The need for the changing rooms and toilets at the Abbey Stadium to be upgraded and the feedback received from customers regarding the current condition of these facilities.
- The need for the toilets at Forge Mill Needle Museum to be upgraded.
- The information that had been provided by the Council's Property Services team in quotes relating to many of the figures supplied in the report.
- The positive impact that an upgrade of the kitchen facilities at the Arrow Valley Countryside Centre might have on income at the venue.
- The need for capital investment in the car parks at the Arrow Valley Park.
- The potential for a bid writer to be employed by Rubicon Leisure Limited to apply for grant funding on behalf of the company.
- The authority's plans to employ a bid writer and the potential for expertise to be pooled between the Council and company in order to work on submitting bids.
- The need for the Council to be able to identify a return on investment for any capital funding allocated to facilities managed by Rubicon Leisure Limited.
- The potential for a breakdown of expenditure proposed by Rubicon Leisure Limited, based on priority areas of spend, to be provided in reports to the Committee.

## **RESOLVED to note**

### **the position in terms of:**

- **Rubicon related items in Tranche 1 of the 2025/6 Budget.**
- **The Closure of the 2023/4 Accounts.**
- **VAT.**
- **The Culture Fund.**

(During consideration of this item, Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to move to exclude the press and public prior to any debate on the grounds that information would be revealed which related to the financial and business affairs of any particular person (including the authority holding that information)).

# Shareholders Committee

Monday, 2nd December, 2024

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## 12. QUARTER 2 PERFORMANCE MONITORING REPORT 2024/25

The Managing Director of Rubicon Leisure Limited presented the Quarter 2 Performance Monitoring Report for the 2024/25 financial year.

The Committee was advised that services were performing well. Many venues managed by Rubicon Leisure Limited were benefiting from the enhanced food and beverage offer that was now available to customers. This included a positive impact from the introduction of a food and beverage offer at Forge Mill Needle Museum.

The services and activities available to the local community that were provided by Rubicon Leisure Limited had increased. Communications in respect of this offer had also been enhanced, with improvements having been made to the content of the company's website.

After the report had been presented, Members discussed the following points in detail:

- The positive impact of the approach that had been adopted to managing the company on the performance of Rubicon Leisure Limited. Members were asked to note that this was due to a team effort by all staff.
- The need for the Committee's thanks to be communicated to staff employed by Rubicon Leisure Limited for their hard work.
- The valuable contribution that was made by volunteers, particularly at the Palace Theatre and Forge Mill Needle Museum.
- The potential for a recognition night dedicated to these volunteers to be held to provide an opportunity for thanks to be communicated to the volunteers.
- The volunteer handbook that was being developed by Rubicon Leisure Limited to help volunteers make the most of their time volunteering with the company.
- The constructive impact that participation in sporting and leisure activities could have on people's health. Members commented that the NHS could benefit from the activities and services provided by Rubicon Leisure Limited as these had a positive preventative impact.
- The 13 different health interventions that were delivered at the Abbey Stadium.
- The difficulties in terms of clarifying the financial performance of the company due to the challenges that had been created by problems with the Tech1 finance system. Members noted

# Shareholders Committee

Monday, 2nd December, 2024

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that the report could only currently include information in relation to income as a consequence of these issues.

- The main financial costs that needed to be covered by the company, which included staffing and utilities.
- The main sources of income in the Leisure industry nationally. Officers clarified that sporting activities tended to attract income whilst cultural services tended to be delivered at cost. The facilities managed by Rubicon Leisure Limited reflected these national trends.
- The reduction in the level of subsidy that the company required from the Council compared to previous years. Members were advised that this was approximately £500,000 per year by the date of the meeting.
- The extent to which it was unusual for there to be so many leisure and cultural assets in a Borough equivalent to the size of Redditch.

## **RESOLVED that**

**the report be noted.**

(During consideration of this item, Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to move to exclude the press and public prior to any debate on the grounds that information would be revealed which related to the financial and business affairs of any particular person (including the authority holding that information)).

The Meeting commenced at 6.30 pm  
and closed at 7.31 pm

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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REDDITCH BOROUGH COUNCIL**SHAREHOLDERS COMMITTEE****27th February 2025****RUBICON LEISURE QUARTER 3 PERFORMANCE MONITORING REPORT 2024-25**

<b>Relevant Portfolio Holder</b>	Councillor Juliet Barker Smith
<b>Relevant Head of Service</b>	Claire Felton, Head of Legal, Democratic and Property Services
<b>Ward(s) Affected</b>	N/A
<b>Ward Councillor(s) Consulted</b>	N/A
This report contains exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

**1. SUMMARY OF PROPOSALS**

To update Shareholders on the operational performance of Rubicon Leisure Limited for the period October – December 2024.

**2. RECOMMENDATIONS**

**The Committee is asked to RESOLVE that**  
**the report be noted.**

**3. KEY ISSUES**

3.1 The third quarter report is attached at Appendix A and details the work that has been undertaken by the company during this period.

**4. Financial Implications**

4.1 There are no specific financial implications detailed in this report.

**5. Legal Implications**

5.1 The Council must retain control over the company to ensure that the Company continues to benefit from the Teckal exemption. This allows the Council to contract with it for the delivery of leisure services without conducting an open procurement exercise.

5.2 The contractual documentation in place between the Council and the Company contains the necessary mechanisms, checks and balances to incentivise good performance and to ensure compliance with the Teckal exemption.

**REDDITCH BOROUGH COUNCIL****SHAREHOLDERS COMMITTEE****27th February 2025**

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**6. Customer / Equalities and Diversity Implications**

- 6.1 As can be seen in the performance monitoring report, Rubicon Leisure Limited continues to provide opportunities across leisure and culture to help inspire the communities of Redditch to live healthier and happier lives. Using the measures dashboard, the Council will ensure that the community and local partners are supported by the leisure and cultural offer, and that Rubicon Leisure continues to deliver on the Council's Strategic Objectives.

**7. RISK MANAGEMENT**

- 7.1 Rubicon Leisure maintains risk registers in relation to both service delivery and Health and Safety compliance. These are regularly monitored, and any updates reported to the Board at each meeting.

**8. APPENDICES**

- 8.1 Appendix A - Quarter 3 Performance Monitoring Report (2024-25)

**9. BACKGROUND PAPERS**

- 9.1 Service Specification as reported to the Executive Committee and Council in September 2018.

**AUTHOR OF REPORT**

Name: Claire Felton, Head of Legal, Democratic and Property Services  
Email: [c.felton@bromsgroveandredditch.gov.uk](mailto:c.felton@bromsgroveandredditch.gov.uk)  
Tel: (01527) 881400

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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**Shareholders Committee  
2025**

27th February

**Rubicon Leisure Annual Business Plan 2025/26**

Relevant Portfolio Holder	Councillor Juliet Barker Smith
Portfolio Holder Consulted	
Relevant Head of Service	Claire Felton, Head of Legal, Democratic and Property Services
Report Author Jess Bayley-Hill	Job Title: Principal Democratic Services Officer Contact email: jess.bayley-hill@bromsgroveandredditch.gov.uk Contact Tel: (01527) 64252 Ext: 3072
Wards Affected	All wards
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	Living independent, active and healthy lives
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	
This report contains exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

**1. RECOMMENDATIONS**

**The Shareholders Committee is asked to RESOLVE that:-**

**The Rubicon Leisure Annual Business Plan 2025/26 be approved.**

**2. BACKGROUND**

- 2.1 The Rubicon Leisure Limited Board have already considered the Rubicon Leisure Annual Business Plan 2025/26 and endorsed the content.
- 2.2 The Shareholders Committee is responsible for approving the final business plan for Rubicon Leisure Limited. This report provides Members with an opportunity to do this.

**3. OPERATIONAL ISSUES**

- 3.1 The Rubicon Leisure Annual Business Plan 2025/26, at Appendix 1 to this report, details plans for the company for 2025/26. These plans have implications for how the company will operate during the period in which the plan will apply.

**4. FINANCIAL IMPLICATIONS**

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4.1 The financial implications are detailed in the appendix.

**5. LEGAL IMPLICATIONS**

5.1 Final approval of the business plan for Rubicon Leisure Limited is a reserved matter for the Shareholders Committee to determine on behalf of the Council.

**6. OTHER - IMPLICATIONS****Relevant Strategic Purpose**

6.1 The services delivered by Rubicon Leisure Limited support the strategic purpose 'Living independent, active and healthy lives'.

**Climate Change Implications**

6.2 There are no specific climate change implications.

**Equalities and Diversity Implications**

6.3 Any equalities and diversity implications are detailed at Appendix 1 of the report.

**7. RISK MANAGEMENT**

7.1 The risks are detailed in the appendix.

**8. APPENDICES and BACKGROUND PAPERS**

Appendix 1 – Rubicon Leisure Annual Business Plan 2025/26.

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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**Shareholders Committee  
2025**

27th February

**Rubicon Leisure Budget Report 2025/26**

Relevant Portfolio Holder	Councillor Juliet Barker Smith
Portfolio Holder Consulted	
Relevant Head of Service	Claire Felton, Head of Legal, Democratic and Property Services
Report Author Jess Bayley-Hill	Job Title: Principal Democratic Services Officer Contact email: jess.bayley-hill@bromsgroveandredditch.gov.uk Contact Tel: (01527) 64252 Ext: 3072
Wards Affected	All wards
Ward Councillor(s) consulted	N/A
Relevant Strategic Purpose(s)	Living independent, active and healthy lives
Non-Key Decision	
If you have any questions about this report, please contact the report author in advance of the meeting.	
This report contains exempt information as defined in Paragraph 3 of Part I of Schedule 12A to the Local Government Act 1972, as amended	

**1. RECOMMENDATIONS**

**The Shareholders Committee is asked to RESOLVE that:-**

**The Rubicon Leisure Budget Report 2025/26, and its underlying assumptions be approved.**

**2. BACKGROUND**

- 2.1 The Rubicon Leisure Limited Board have already considered the Rubicon Leisure Budget Report 2025/26 and endorsed the content. The budget report is part of the wider business plan.
- 2.2 The Shareholders Committee is responsible for approving the final business plan for Rubicon Leisure Limited. This report provides Members with an opportunity to understand the budget plan for the year and how potential risks and issues are to be mitigated.

**3. OPERATIONAL ISSUES**

- 3.1 The Rubicon Leisure Budget Report 2025/26, at Appendix 1 to this report, details financial plans and key assumptions for the company for 2025/26. These plans have implications for how the company will operate during the period in which the plan will apply.

**Shareholders Committee**  
202527th February

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**4. FINANCIAL IMPLICATIONS**

4.1 The financial implications are detailed in the appendix.

**5. LEGAL IMPLICATIONS**

5.1 Final approval of the business plan for Rubicon Leisure Limited is a reserved matter for the Shareholders Committee to determine on behalf of the Council. The Budget Report is a subset of the business plan.

**6. OTHER - IMPLICATIONS****Relevant Strategic Purpose**

6.1 The services delivered by Rubicon Leisure Limited support the strategic purpose 'Living independent, active and healthy lives'.

**Climate Change Implications**

6.2 There are no specific climate change implications.

**Equalities and Diversity Implications**

6.3 Any equalities and diversity implications are detailed at Appendix 1 of the report.

**7. RISK MANAGEMENT**

7.1 Financial and Budget monitoring is included in the corporate risk register for the authority.

**8. APPENDICES and BACKGROUND PAPERS**

Appendix 1 – Rubicon Leisure Budget Report 2025/26

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

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