



Friday, 31 January 2025

Dear Sir/Madam

A meeting of the Advisory Shareholder Sub Committee will be held on Monday, 10 February 2025 in the Council Chamber, Council Offices, Foster Avenue, Beeston, NG9 1AB, commencing at 6.00 pm.

Should you require advice on declaring an interest in any item on the agenda, please contact the Monitoring Officer at your earliest convenience.

Yours faithfully

Chief Executive

To Councillors: S P Jeremiah (Chair)  
W Mee (Vice-Chair)  
B C Carr

G S Hills  
S Webb

## AGENDA

1. Apologies

To receive apologies and to be notified of the attendance of substitutes.

2. Minutes

(Pages 3 - 4)

The Committee is asked to confirm as a correct record the minutes of the meeting held on

3. Declarations of Interest

(Pages 5 - 12)

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda.

4. Liberty Leisure Q3 Business Plan Progress Report (Pages 13 - 24)

For the Advisory Shareholder Sub Committee to NOTE the Liberty Leisure Limited Business Plan report for Quarter 3 2024/25.

5. Liberty Leisure Q3 Performance Report (Pages 25 - 34)

For the Advisory Shareholder Sub Committee to NOTE the Liberty Leisure Limited performance report for Quarter 3 (Q3) 2024-25.

6. Work Programme (Pages 35 - 36)

The Advisory Shareholder Sub-Committee is asked to approve its Work Programme and to consider items for consideration at future meetings.

## ADVISORY SHAREHOLDER SUB COMMITTEE

MONDAY, 14 OCTOBER 2024

Present: Councillor S P Jeremiah, Chair  
Councillors: W Mee  
G S Hills  
S Webb

Apologies for absence were received from Councillors B C Carr

1 Minutes

The minutes of the meeting held on 22 January 2024 were confirmed and signed as a correct record with the minor amendment to update the previous meeting date to 16 October 2023.

2 Declarations of Interest

There were no declarations of Interest.

3 Future of EM DEVCO LTD

Members were provided with a review of the EM DevCo Ltd. Throughout the three-year period, the DevCo had developed important strong relationships with a wide range of key stakeholders, including Government Agencies and had helped to put the region on the map. There had been significant progress made with emerging projects and developments. The Board of Directors with support of the Oversight Authority reviewed the future of the company and agreed that the DevCo should explore the scope for closer alignment with East Midlands Combined County Authority with further agreement that the work of EM Dev Co had naturally come to an end with a voluntary dissolution of the company being considered. The existing local authority Members had expressed their desire to seek alignment with East Midlands Combined County Authority, there was no clear source of additional funding and the Board was satisfied that it was in the best interests of the Company that it was dissolved.

**The Advisory Shareholder Sub Committee RECOMMENDS that Cabinet:**

- 1) **Supports the necessary steps being taken by the Board of Directors to bring forward the voluntary dissolution of EM DevCo Limited.**
- 2) **Delegates authority to the Chief Executive and the Leader of the Council, to consent and sign the resolutions to enable the dissolution of the EM Dev Co Limited.**

4 Liberty Leisure End of Year Accounts 2023/24

Members noted the Liberty Leisure Limited accounts for the financial year 2023/24. The annual operating budget for Liberty leisure Limited was derived from the Company's annually updated Business Plan. The Council oversees the day to day transactions and book keeping of the Company. Members were pleased to see that the management fee had been reduced from the previous year and the operating income and showed an increase from the previous year. The operating expenditure had seen an increase, this was due to rising inflation costs, annual pay award, and rising costs to utility and insurance. The Committee would like to see a detailed breakdown of the accounts at future meetings.

5 Liberty Leisure Q1 Performance Report

The Committee noted the Liberty Leisure Quarter one performance report and recognised the improvement on the original budget. An explanation was provided to the Members that the information provided was slightly out from the projected target and that this was down to timings of the Quarter one report. The company was working on a range of efficiencies including a staffing restructure, review of licences, banking costs and pricing strategy to mitigate against continued rising costs that could influence income and expenditure for the year ahead. Members would like to see a detailed breakdown of the accounts at future meetings.

6 WORK PROGRAMME

The Advisory Shareholder Sub Committee considered the work programme.

**RESOLVED that the Work Programme be approved.**

## Report of the Monitoring Officer

### DECLARATIONS OF INTEREST

#### 1. Purpose of Report

Members are requested to declare the existence and nature of any disclosable pecuniary interest and/or other interest in any item on the agenda. The following information is extracted from the Code of Conduct, in addition to advice from the Monitoring Officer which will assist Members to consider any declarations of interest.

#### **Part 2 – Member Code of Conduct**

#### **General Obligations:**

#### **10. Interest**

10.1 You will register and disclose your interests in accordance with the provisions set out in Appendix A.

Section 29 of the Localism Act 2011 requires the Monitoring Officer to establish and maintain a register of interests of Members of the Council. The register is publically available and protects you by demonstrating openness and willingness to be held accountable. You are personally responsible for deciding whether or not you should disclose an interest in a meeting which allows the public, Council employees and fellow Councillors know which of your interests gives rise to a conflict of interest. If in doubt you should always seek advice from your Monitoring Officer.

**You should note that failure to register or disclose a disclosable pecuniary interest as defined in Appendix A of the Code of Conduct, is a criminal offence under the Localism Act 2011.**

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#### **Advice from the Monitoring Officer:**

On reading the agenda it is advised that you:

1. Consider whether you have any form of interest to declare as set out in the Code of Conduct.
2. Consider whether you have a declaration of any bias or predetermination to make as set out at the end of this document
3. Update Democratic Services and the Monitoring Officer and or Deputy Monitoring Officers of any declarations you have to make ahead of the meeting and take advice as required.
4. Use the Member Interest flowchart to consider whether you have an interest to declare and what action to take.
5. Update the Chair at the meeting of any interest declarations as follows:

‘I have an interest in Item xx of the agenda’

'The nature of my interest is ..... therefore the type of interest is  
DPI/ORI/NRI/BIAS/PREDETERMINATION  
'The action I will take is...'

This will help Officer record a more accurate record of the interest being declared and the actions taken. You will also be able to consider whether it is necessary to send a substitute Members in your place and to provide Democratic Services with notice of your substitute Members name.

**Note: If at the meeting you recognise one of the speakers and only then become aware of an interest you should declare your interest and take any necessary action**

6. Update your Member Interest Register of any registerable interests within 28days of becoming aware of the Interest.

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### **Ask yourself do you have any of the following interest to declare?**

#### **1. DISCLOSABLE PECUNIARY INTERESTS (DPIs)**

A "Disclosable Pecuniary Interest" is any interest described as such in the Relevant Authorities (Disclosable Pecuniary Interests) Regulations 2012 and includes an interest of yourself, or of your Spouse/Partner (if you are aware of your Partner's interest) that falls within the following categories: Employment, Trade, Profession, Sponsorship, Contracts, Land, Licences, Tenancies and Securities.

#### **2. OTHER REGISTERABLE INTERESTS (ORIs)**

An "Other Registerable Interest" is a personal interest in any business of your authority which relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority; or
- b) any body
  - (i) exercising functions of a public nature
  - (ii) anybody directed to charitable purposes or
  - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a Member or in a position of general control or management.

#### **3. NON-REGISTRABLE INTERESTS (NRIs)**

"Non-Registrable Interests" are those that you are not required to register but need to be disclosed when a matter arises at a meeting which directly relates to your financial interest or wellbeing or a financial interest or wellbeing of a relative or close associate that is not a DPI.

A matter "directly relates" to one of your interests where the matter is directly about that interest. For example, the matter being discussed is an application about a particular property in which you or somebody associated with you has a financial interest.

A matter “affects” your interest where the matter is not directly about that interest but would still have clear implications for the interest. For example, the matter concerns a neighbouring property.

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## **Declarations and Participation in Meetings**

### **1. DISCLOSABLE PECUNIARY INTERESTS (DPIs)**

1.1 Where a matter arises at a meeting which **directly relates** to one of your Disclosable Pecuniary Interests which include both the interests of yourself and your partner then:

#### **Action to be taken**

- **you must disclose the nature of the interest** at the commencement of that consideration, or when the interest becomes apparent, whether or not such interest is registered in the Council’s register of interests of Member and Co-opted Members or for which you have made a pending notification. If it is a sensitive interest you do not have to disclose the nature of the interest, just that you have an interest
- **you must not participate in any discussion** of that particular business at the meeting, or if you become aware of a disclosable pecuniary interest during the meeting you must not participate further in any discussion of the business, including by speaking as a member of the public
- **you must not participate in any vote** or further vote taken on the matter at the meeting and
- **you must withdraw from the room** at this point to make clear to the public that you are not influencing the meeting in anyway and to protect you from the criminal sanctions that apply should you take part, unless you have been granted a Dispensation.

### **2. OTHER REGISTERABLE INTERESTS (ORIs)**

2.1 Where a matter arises at a meeting which **directly relates** to the financial interest or wellbeing of one of your Other Registerable Interests i.e. relating to a body you may be involved in:

- **you must disclose** the interest at the commencement of that consideration, or when the interest becomes apparent, whether or not such interest is registered in the Council’s register of interests of Member and Co-opted Members or for which you have made a pending notification. If it is a sensitive interest you do not have to disclose the nature of the interest, just that you have an interest
- **you must not take part in any discussion or vote** on the matter, but may speak on the matter only if members of the public are also allowed to speak at the meeting
- **you must withdraw from the room** unless you have been granted a Dispensation.

### 3. NON-REGISTRABLE INTERESTS (NRIs)

3.1 Where a matter arises at a meeting, which is not registrable but may become relevant when a particular item arises i.e. interests which relate to you and /or other people you are connected with (e.g. friends, relative or close associates) then:

- **you must** disclose the interest; if it is a sensitive interest you do not have to disclose the nature of the interest, just that you have an interest
  - **you must not take part in any discussion or vote**, but may speak on the matter only if members of the public are also allowed to speak at the meeting; and
  - **you must withdraw** from the room unless you have been granted a Dispensation.
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#### **Dispensation and Sensitive Interests**

A “Dispensation” is agreement that you may continue to participate in the decision-making process notwithstanding your interest as detailed at section 12 of the Code of the Conduct and the Appendix.

A “Sensitive Interest” is as an interest which, if disclosed, could lead to the Member, or a person connected with the Member, being subject to violence or intimidation. In any case where this Code of Conduct requires to you to disclose an interest (subject to the agreement of the Monitoring Officer in accordance with paragraph 2.4 of this Appendix regarding registration of interests), you do not have to disclose the nature of the interest, if it is a Sensitive Interest in such circumstances you just have to disclose that you have a Sensitive Interest under S32(2) of the Localism Act 2011. You must update the Monitoring Officer when the interest is no longer sensitive, so that the interest can be recorded, made available for inspection and published.

#### **BIAS and PREDETERMINATION**

The following are not explicitly covered in the code of conduct but are important legal concepts to ensure that decisions are taken solely in the public interest and not to further any private interests.

The risk in both cases is that the decision maker does not approach the decision with an objective, open mind.

This makes the local authority’s decision challengeable (and may also be a breach of the Code of Conduct by the Councillor).

Please seek advice from the Monitoring Officer or Deputy Monitoring Officers, if you need assistance ahead of the meeting.



## **BIAS**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias. If you have been involved in an issue in such a manner or to such an extent that the public are likely to perceive you to be biased in your judgement of the public interest:

- a) you should not take part in the decision-making process
- b) you should state that your position in this matter prohibits you from taking part
- c) you should leave the room.

## **PREDETERMINATION**

Where a decision maker has completely made up his/her mind before the decision is taken or that the public are likely to perceive you to be predetermined due to comments or statements you have made:

- a) you should not take part in the decision-making process
- b) you should state that your position in this matter prohibits you from taking part
- c) you should leave the room.

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## Registerable Interests

These are interests that you are required to register in accordance with the Code of Conduct. They are interests that you would know about in advance of an item coming up (e.g. land you own) and you should have included them when filling in your register of interests.

What type of Registerable Interest do you have in this matter?

### Disclosable Pecuniary Interests

These are any interests that are described as DPIs under the Code of Conduct and include both the interests of yourself and of your partner.

### Other Registerable Interests

These are personal interests that relate to certain types of bodies that you may be involved in as set out in the Code of Conduct.

Does the matter directly relate to one of your Disclosable Pecuniary Interests?

No

Does the matter directly relate to the financial interest or wellbeing of one of your Other Registerable Interests?

No

Does the matter affect a financial interest or the wellbeing of yourself or of a friend, relative or close associate?

No

Yes

Yes

Is the financial interest or wellbeing affected to a greater extent than the financial interests or wellbeing of the majority of inhabitants?

No

Yes

Yes

Would a reasonable member of the public knowing all the facts believe that it would affect your view of the wider public interest?

No

Yes

You must:

- Disclose the interest;
- Not speak on the matter;
- Not participate in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

You must:

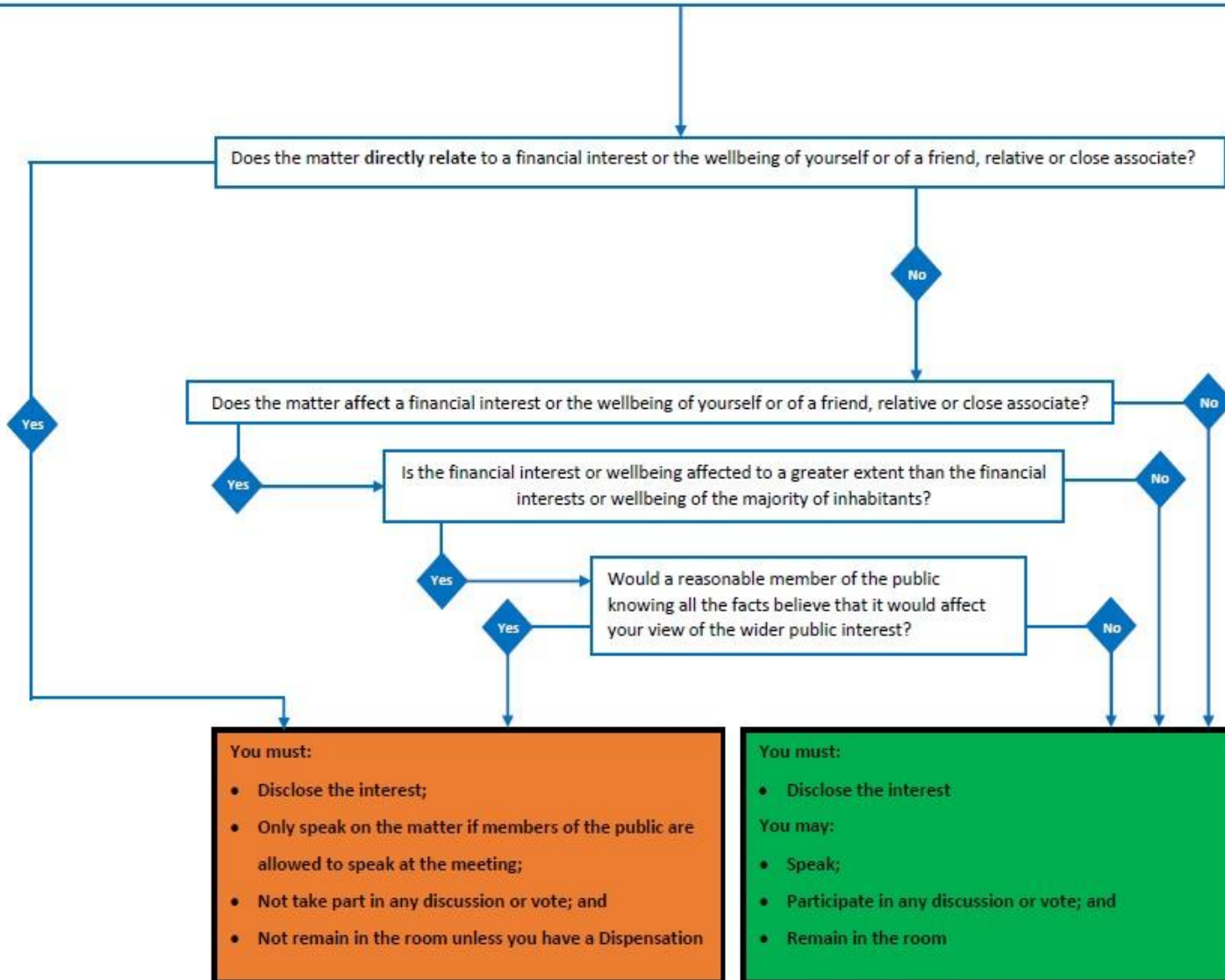
- Disclose the interest;
- Only speak on the matter if members of the public are allowed to speak at the meeting;
- Not take part in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

You must:

- Disclose the interest
- You may:
- Speak;
  - Participate in any discussion or vote; and
  - Remain in the room

## Non-Registerable Interests

These are interests that you are not required to register but may become relevant when a particular item arises. These are usually interests that relate to other people you are connected with (e.g. friends, relatives or close associates) but can include your own interests where you would not have been expected to register them.



**Report of the Liberty Leisure Limited – Business Director**

**Liberty Leisure Limited 2024-25 Q3 Business Plan Progress Report**

1. Purpose of Report

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited business plan progress report for quarter 3 (Q3) 2024-25.

2. Recommendation

**The Advisory Shareholder Sub Committee is asked to NOTE the Q3 Business Plan Progress Report.**

3. Detail

The Liberty Leisure Limited Annual Business Plan that is agreed with the Board of Directors and then ratified by Broxtowe Borough Council, details the performance indicators and business actions for the company. The business plan is used to monitor the company’s progress using the performance management tool, Pentana.

The business plan progress report is detailed in the **Appendix** of this report.

4. Financial Implications

The comments from the Head of Finance Services were as follows:

The performance of Liberty Leisure Limited and the achievement of its Business Plan actions will have a direct impact on the company’s financial position. Further details are included in the report.

5. Legal Implications

The comments from the Monitoring Officer / Head of Legal Services were as follows:

There are no direct legal implications arising from this report

6. Human Resources Implications

Not applicable.

7. Union Comments

Not applicable.

8. Climate Change Implications

There are no climate change implications are contained within the report.

9. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

10. Equality Impact Assessment

Not applicable.

11. Background Papers

Nil.

## Appendix

**Liberty Leisure Q3 Business Plan Progress Report**1. Background - Corporate Plan

The Corporate Plan for 2024-2028 was approved by Council on 10 July 2024. It has been developed setting out the Council's priorities to achieve its vision to make "A greener, safer, healthier Broxtowe where everyone prospers." Over the next few years, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Council's Local Authority Trading Company, Liberty Leisure Limited, is guided by the Service Agreement and its company strategies. These documents align the work of Liberty Leisure Limited with other local, regional and national plans to ensure the company's work contributes to wider objectives. These include the Council's Corporate Plan that prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned to ensure the ambitions set out in the Council's Corporate Plan are realistic and achievable.

2. Business Plans

The Liberty Leisure Limited Business Plan is reviewed annually. The Business Plan 2024-2027 was approved by the Liberty Leisure Limited Board in January 2024. The Liberty Leisure Limited Business Plan 2024-2027 was noted at Full Council on 6 March 2024.

The Liberty Leisure Limited Business Plan links to the Council's corporate priority of Health that was approved by Council on 6 March 2024. The Council's priority for Health is 'Healthy and supported Communities'. Its objectives are to:

- Promote active and healthy lifestyles in every area of Broxtowe (He1)
- Develop plans to renew our leisure facilities in Broxtowe (He2)
- Support people to live well with dementia and support those who are lonely or have mental health issues Broxtowe (He3)

The Liberty Leisure Limited Business Plan details the projects and activities undertaken in support of the Corporate Plan 2024-2028 for each the Council's Health priority areas.






### 3. Performance Management

This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2024/25 (as extracted from the performance management system). It also provides the latest data relating to Key Performance Indicators (KPIs).






The Council and Liberty Leisure Limited monitor performance using the performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the performance reports is as follows:

#### Action Status Key



Icon	Status	Description
	Completed	Action/task has been completed
	In Progress	Action/task is in progress and is currently expected to meet the due date
	Warning	Action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	Action/task has passed its due date
	Cancelled	Action/task has been cancelled or postponed




#### Performance Indicator Key




Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only





**Liberty Leisure Limited- Performance Indicators 2024/25**


Status	Code / Indicator	Frequency	2022/23 Achieved	2023/24 Achieved	2024/25 Q3 Value	2024/25 Q3 Target	Notes
Data Only 	<b>LLData_G05</b> Management Fee from the Council to Liberty Leisure Limited	Annually	£ 700,000	£ 519,000	£123,000	£276,750	The company manage its finances through a monthly cash flow review. The management fee is requested when the company's balance is forecast to fall below £400k.  In 2024/25 so far LLL has requested £123k+VAT with the remaining £269+VAT to be requested in Q4.
Green  Page 17	<b>LLLocal_G02</b> TOTAL Attendance - Liberty Leisure Limited (ALL)	Monthly	948,068 (incl. KLC)	927,716 (incl. KLC)	570,833	525,000 (Q3)	Achieving target for attendance across Swim, fitness and exercise referral  Actual Total Attendance 2023/24 = 927,716 which included Kimberley Leisure Centre (KLC) Target dropped by 200,000 attendances, due to the loss of Kimberley Gym & Swim  Estimated GSCC figures for September  27,464 attendances up from quarter target. Significant increase in both outdoor and sports hall activities  Q1 – 189,164 Q2 – 178,653 Q3 – 202,464  Q1 to Q3 total 570,281 (45,281 ahead of target)






Status	Code / Indicator	Frequency	2022/23 Achieved	2023/24 Achieved	2024/25 Q3 Value	2024/25 Q3 Target	Notes
Green 	<b>LLLocal_G04</b> Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	-£3,886k	-£3,907k	- £ 1,981k	- £ 2,159k	<p>The company is managing its expenditures through the implementation of further efficiency measures however some costs are increasing, such as staff costs from the annual pay award. There have been particular savings this year on staffing due to a management restructure, insurance cost reduction and a business rates rebate.</p> <p>Forecasted decrease of £64k expenditure by the end of year compared to target.</p> <p>The latest budget revision forecasts a £147K improvement on the original budget for 2024/25</p> <p>Q1 - £614k Q2 - £686k Q3 - £593k</p>
Green 	<b>LLLocal_G05</b> TOTAL Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3,071k	£3,356k	£1,957k	£1,844k	<p>Includes expenditure for redundancy in April 2024. Income is slowly increasing month on month through growing memberships and exercise referral sales, whilst the company navigates the loss of Kimberley Leisure Centre.</p> <p>Forecasted increase of £83k income by the end of year compared to target.</p> <p>Q1 - £639k Q2 - £691k Q3 - £660k</p>
Red 	<b>LLLocal_G06</b> DD Total Number of Annual Direct Debits collected	Monthly	81,571	83,767	46,727	49,455	<p>Slightly below target for number of collected Direct Debits, however, due to increased yield per member, we have achieved revised income target.</p> <p>Targets will be reviewed for the next financial year.</p> <p>Targeted marketing in place to help increase sales.</p>




Status	Code / Indicator	Frequency	2022/23 Achieved	2023/24 Achieved	2024/25 Q3 Value	2024/25 Q3 Target	Notes
Green 	<b>LLLocal_G07</b> Subsidy per Visit - all service areas	Annually	£0.74 (incl KLC)	£0.56 (incl KLC)		£0.53	Management fee received by Liberty Leisure Limited divided by attendances. Subsidy includes Kimberley Leisure Centre up to 2023/24.  Calculated annually due to timing of large payments not being equal throughout the year. However due to outperforming attendance targets to date, the subsidy is set to be lower than the 2024/25 target.
Amber 	<b>LLLocal_G12</b> Total number of members (Fitness and Swim School)	Monthly	7,727	6,166	5,549	5,650	Targets are taken from the annual sales forecasting. The target for 2024/25 has lowered due to the effect of Kimberley Gym and Swim stopping at the end of March 2024. Quarter 1 achieved 5,624 Quarter 2 achieved 5,610
Green 	<b>LLLocal_G13</b> Percentage of Direct Debits collected	Quarterly	96.8%	96.4%	98%	98.4%	Number of direct debits successfully collected has increased from the previous year and is on track to achieve the 2024/25 target. This may be explained by the increase in exercise referral and swim school memberships.



Liberty Leisure Limited – Actions 2024/25

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2326_G01a</b> Grow fitness memberships	To continue to recover income lost during the lockdowns by increasing direct debit collections from fitness and gym school membership	<b>85%(Q1)</b> <b>69% (Q2)</b> <b>73% (Q3)</b>	Mar-2026	Transferred a number of Kimberley Gym & Swim members across to Bramcote Leisure Centre. Membership levels across Bramcote and Chilwell are on target.  Currently 143 members below end of year target at the end of Quarter 3. Targets are on track across both sites, planned targeted marketing to help increase memberships.  A review of year 2 and 3 programme has been undertaken. Additional milestones for the last year added. The progress reports is calculated for the full year's programme and was previously reported at a higher value.
Progress 	<b>LL2326_G01b</b> Grow Swim School memberships	Complete a review with the aim of increasing the total number of people learning to swim and to improve the efficiencies in delivering the Swim School programme	<b>88%(Q1)</b> <b>37% (Q2)</b> <b>72% (Q3)</b>	Mar-2026	Transferred a number of Kimberley Gym & Swim members across to Bramcote Leisure Centre. Membership levels at Bramcote are on target.  Currently 42 members above end of year target at the end of Quarter 3.  This is an ongoing project to ensure we increase and maintain membership levels.  A review of year 2 and 3 programme has been undertaken. Additional milestones for the last year added. The progress reports is calculated for the full year's programme and was previously reported at a higher value.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2225_G01</b> Support Broxtowe Borough Council in the development of the Leisure Facilities Strategy	Liberty Leisure Limited provide operational expertise to the Council to ensure that any new facilities have an achievable business plan, that design and layout will meet customer expectation and enable efficiencies to be achieved	<b>10%</b>	Ongoing	<p>The company have provided facility mix and financial related data to the council's leisure consultant with regard to a new build leisure centre at the Bramcote site. Work on the Leisure Facilities Strategy is ongoing.</p> <p>Below is a summary for each site:                      Kimberley Leisure Centre – this is no longer operated by LLL, with the centre closing for business on 01/04/2024. The Company is now delivering Exercise Referral from the Greasley Sports and Community Centre, in partnership with that site.                      Bramcote Leisure Centre – this is performing well considering the age of the facility, however, due to the facility being circa 60 years old, it does suffer from ongoing maintenance issues.                      New Bramcote Leisure Centre – this is currently moving forward well with a pre-planning submission currently taking place. The project continues to aim for a RIBA stage 4 completion by April 2025.                      Chilwell – As Members will be aware, this is a joint use facility, with the Academy being identified for a proposed new school building. Currently there are no further details available, however, the Academy continue to work well with LLL and have indicated that they are keen to continue this partnership in the future which includes LLL managing the school room hire bookings.</p>

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2225_G01</b> Support Broxtowe Borough Council in the development of the Leisure Facilities Strategy	Liberty Leisure Limited provide operational expertise to the council to ensure that any new facilities have an achievable business plan, that design and layout will meet customer expectation and enable efficiencies to be achieved	See above	See above	Hickings Lane – the Council is progressing with the build on site. LLL are involved from an operators' perspective and attend regular meetings, in order it can help shape the offer of activities hirers. Currently the project is progressing with the procurement for key areas e.g. café and early years. When current new builds are completed (New Bramcote and Hickings Lane) it is hoped further discussions regarding the options in the north of the borough, can be explored.
In Progress 	<b>LL2427_G02</b> Investigate the possibility of adopting the 'Agency Agreement' model for the operating leisure services	Review the possibility of minimising the operators VAT liability	0%	Mar-2027	Decision to extend and review in the next financial year.
In Progress 	<b>LL2427_G03</b> Review the support services and charges provided by Broxtowe Borough Council	Rationalise the support services provided to the company by BBC so that there are improved financial and operational efficiencies	47%	Mar-2027	Ongoing reviews with Heads of Service to review charges for 2024/25 and to review process moving forwards.
In Progress 	<b>LL2427_G04</b> Alternative leisure provision in the north of the Borough	New leisure provision in the north of the Borough	66%	Mar-2027	Partnership with Greasley Sports and Community Centre has been set up, with weekly classes held on site by the Get Active team. Cabinet approved a Bursary Scheme in September 2024. The scheme includes £4k for Boccia and Nordic Walking, which is being coordinated by our Active Lifestyles Manager. SMS campaign to promote more referrals in to Greasley has been completed in the North of the Borough
In Progress 	<b>LL2427_G05</b> Develop a business case to support Liberty Leisure Limited operating the new Hickings Lane Pavilion	Liberty Leisure Limited to operate a financially sustainable facility at Hickings Lane from 2025/26	82%	Oct-2025	Ongoing discussion with procurement to find a provider for café and early years' provision. The LLL Board has approved in principle that LLL will operate the facility providing assurances are given by the Council. Next steps are the procurement of gym equipment and appointing staff

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2427_G06</b> Expand Exercise Referral opportunities	Increase the number of people on the exercise referral programme	<b>75%</b>	Mar-2026	Exercise Referral memberships are exceeding target. Ongoing partnership with the PCN who are actively sending SMS messages to promote LLL services. The PCN has supported LLL to get more people into Greasley Sport and Community Centre. The PCN decided all partners are going to contribute to a co-produced map across the Borough to help with referral opportunities
In Progress  Page 23	<b>LL2427_G07</b> Grow swimming incomes	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre	<b>62%</b>	Mar-2025	<ul style="list-style-type: none"> <li>• Changed public swimming timetable based on feedback from customers to increase attendance.</li> <li>• Improved the customer experience by implementing online timetables for swimming as well as online joining for foundation, parent and child and parent and baby classes. Currently looking at introducing Stage 1 and 2 to online joining.</li> <li>• Promotion of swimming lessons and gym memberships at Play Days in summer 2024.</li> </ul>
In Progress 	<b>LL2427_G08</b> Implement price changes	Increase the overall operational income to mitigate against expenditure increases and a reduction in the management fee received from Broxtowe Borough Council	<b>82%</b>	Mar-2027	Price changes implemented for 2024/25. Currently reviewing price changes for 2025/26 to be agreed by the Board.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2427_G09</b> Implement updated digital sales and bookings processes	Improve the ease of bookings to support the increase sales and attendances at the Liberty Leisure operated sites	<b>91%</b>	Mar-2025	<ul style="list-style-type: none"> <li>Completed a customer survey to identify pain points for customer experience. Removed waiting lists</li> <li>Implemented a Chat Bot (BOB AI) to encourage online joining and respond to queries, also reducing admin time.</li> <li>Added online timetables to the website that pull through via an Application Programming Interface (API)</li> <li>Amended the website for swimming lessons and online joining which has streamlined the customer journey and ability to join swim lessons online. 74 online swim school joiners by end of quarter 2.</li> <li>Reviewing the APP for marketing automation and improved customer journey</li> </ul>
Completed 	<b>LL2427_G10</b> Rationalise and renew the existing gym equipment estate across Liberty Leisure Limited operated facilities	Relocate and refresh the gym equipment between the two existing leisure sites and create a new gym at the Hickings Lane site.  Support the continued growth of the fitness membership to support the delivery of annual financial efficiencies	<b>100%</b>	Aug-2025	The implementation of this action has been delayed currently, as the timing of the new equipment needs to coincide with the facility developments. Whilst a provisional estimate of £521k has been included on the Reserve List of the Council's Capital Programme 2024/25 for this action, the final estimate will change due to circumstances relating to price inflation and supply. The equipment upgrades will need to be delivered alongside the Hickings Lane Pavilion and LLL are currently reviewing the costs and timeline required to give the maximum value for money. Equipment delivered in August 2025 will require consultation, procurement and lead times. Due date is to align with anticipated facility developments.



## Report of the Liberty Leisure Limited – Business Director

### **Liberty Leisure Limited 2024-25 Quarter 3 Performance Report**

#### 1. Purpose of Report

For the Advisory Shareholder Sub Committee to NOTE the Liberty Leisure Limited performance report for Quarter 3 2024/25.

#### 2. Recommendation

**The Advisory Shareholder Sub Committee Board is asked to NOTE the Liberty Leisure Limited Performance Report.**

#### 3. Detail

The Liberty Leisure Limited Annual Business Plan that is agreed with the Board of Directors and then ratified by Broxtowe Borough Council, details the performance indicators and business actions for the company. The business plan is used to monitor the company's progress using the performance management tool, Pentana.

The performance report is detailed in the **Appendix** of this report.

#### 4. Financial Implications

The comments from the Head of Finance Services were as follows:

The company's budget position after Q2 shows an improvement of £146,700 on the original budget for 2024/25 with the forecast outturn revised to an overall surplus of £51,500. Further details on the financial implications for the company are included in the appendix.

#### 5. Legal Implications

The comments from the Monitoring Officer / Head of Legal Services were as follows:

There are no direct legal implications arising from this report.

#### 6. Human Resources Implications

Not applicable.

#### 7. Union Comments

Not applicable.

8. Climate Change Implications

There are no climate change implications are contained within the report.

9. Data Protection Compliance Implications

This report does not contain any OFFICIAL(SENSITIVE) information and there are no Data Protection issues in relation to this report.

10. Equality Impact Assessment

Not applicable.

11. Background Papers

Nil.

Appendix

Liberty Leisure Ltd Quarter 3: 2024-25 Performance Report

Sales and Attendances

1. Fitness Memberships

Achieved 2023-24	Target 2024-25	End Q3 2024-25	Comments
3,511	3,454  GYM BLC = 2,700 CO = 370 Exercise Referral = 384	3,311  GYM BLC = 2,513 CO = 322 Exercise Referral = 476	Quarter 3 sales (Annual & Direct Debit) have dropped slightly from Quarter 2. This is usual for the time of year.  Q1 – 3,331 Q2 – 3,344  Targets are on track across both sites, planned targeted marketing to help increase memberships  Exercise Referral memberships are exceeding targets with the use of Greasley and wise moves

Actions to Grow Memberships

1. Continue with planned marketing activities to encourage new people to join at one of the leisure centre sites
2. Review and improve the digital journey to increase the number of members accessing health improvement programmes
3. Grow Exercise Referral through direct marketing being undertaken by General Practices
4. Continue to deliver exercise referral in the North of the Borough with Greasley Sports and Community Centre
5. Grow the recently started corporate health checks to encourage more take up of corporate memberships
6. Continue to deliver member workshops to improve member retention by adding value to the membership

2. Swim School Memberships

Achieved 2023-24	Target 2024-25	End Q3 2024-25	Comments
2,655	2,196	2,238	Swim School at BLC has already exceeded target, due to the retention of KLC members moving to BLC for their swim lessons.  Q1 – 2,293 Q2 – 2,266  Upsurge in cancellations due to time of year. We are responding to this with increased marketing activities and anticipate a growth in Swim School memberships during January.

Actions to Grow Memberships

1. Continue to recruit and support volunteers to enable them to become swim teacher to increase the number of available swim teachers to deliver the programme
2. Review the swim programme and trial small group swim sessions to try and improve retention
3. Review occupancy levels across individual swim lessons to identify opportunities to increase enrolled numbers
4. Understand the effects of price and cost of living on retention of swimmers
5. Move from a site based programme co-ordination to a central co-ordination to bring greater consistency in programme management and content delivery and reduce operating costs

3. Membership Totals

Achieved 2023-24	Target 2024-25	End Q3 2024-25	Comments
6,166	5,650  GYM BLC = 2,700 CO = 370 Exercise Referral = 384  SWIM SCHOOL BLC = 2,196	5,549	<p>Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers.</p> <p>Targets are taken from the annual sales forecasting. The target for 2024/25 has lowered due to the effect of Kimberley Gym and Swim stopping at the end of March 2024.</p> <p>101 memberships down from end of year target</p> <p>Q1 – 5,624 Q2 – 5,610</p>

4. Attendances

Achieved 2023-24	Target 2024-25	Q3 2024-25	Target Q3	Comments
927,716	700,000	202,464	175,000	<p>Achieving target for attendance across Swim, fitness and exercise referral</p> <p>Target dropped by 200,000 attendances, due to the loss of Kimberley Gym &amp; Swim</p> <p>Estimated GSCC figures for September</p> <p>27,464 attendances up from quarter target. Significant increase in both outdoor and sports hall activities</p> <p>Q1 – 189,164 Q2 – 178,653 Q3 – 202,464</p> <p>Q1 to Q3 total 570,281 (45,281 ahead of target)</p>

## 5. Finance 2024/25

TOTALS SUMMARY	Q3 Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	Comments
Salaries	1,283,138	1,264,058	19,079	1,685,411	1,696,417	11,006	The company is managing its expenditures through the implementation of further efficiency measures. Actual spend includes commitments. Q1 - £0.614m Q2 - £0.686m Q3 - £0.593m
Utilities	230,807	265,183	-71,955	397,775	365,811	-31,964	
Opps Expenditure	289,667	306,975	-19,989	409,300	407,586	-1,714	
Insurance	0	56,953	-56,953	75,937	26,000	-49,937	
VAT	67,584	105,000	-37,416	140,000	143,000	3,000	
Service Charges	109,879	160,500	-50,621	214,000	220,000	6,000	
<b>TOTAL EXPENDITURE</b>	<b>1,981,075</b>	<b>2,158,669</b>	<b>-217,854</b>	<b>2,922,423</b>	<b>2,858,815</b>	<b>-63,608</b>	
Schools	-100,886	-88,163	-12,724	-117,550	-117,550	0	Income is continuing to perform well whilst we navigate the loss of Kimberley, through growing memberships and exercise referral sales. Q1 - £0.639m Q2 - £0.691m Q3 - £0.660m
Opps Income	-1,855,946	-1,755,506	-92,561	-2,340,675	-2,423,772	-83,097	
<b>TOTAL INCOME</b>	<b>-1,956,832</b>	<b>-1,843,669</b>	<b>-105,284</b>	<b>-2,458,225</b>	<b>-2,541,322</b>	<b>-83,097</b>	
Operating Balance	24,243	315,001	-323,138	464,198	317,493	-146,705	

<b>TOTALS SUMMARY</b>	<b>Q3 Actual Spend</b>	<b>Pro Rata Budget</b>	<b>Pro Rata Variance</b>	<b>Original Budget</b>	<b>Forecast Budget</b>	<b>Full Budget Variance</b>	<b>Comments</b>
Management Fee	-123,000	-276,750	153,750	-369,000	-369,000	0	The company requested the first management fee from Council at the end of Q2, in advance of its bank balance falling below £412k. Total is £150k less than last year
<b>Surplus / Deficit</b>	<b>-98,757</b>	<b>38,251</b>	<b>-323,138</b>	<b>95,198</b>	<b>-51,507</b>	<b>-146,705</b>	The latest budget revision forecast a £147k improvement on the original budget for 2024/25 (Particular savings on VAT, NNDR and utilities).

#### Summary of the Factors Influencing Income and Expenditure for 2024/25

1. The company is working on a range of efficiencies including a staffing restructure, review of licenses, banking costs and planning ahead a pricing strategy. The purpose of the improving efficiencies is to mitigate continued rising costs and to try and reduce the costs to the council.
2. Reduction in VAT payable due to less management fee received throughout the year.
3. The 2024-25 annual pay award was around a 5% increase (included in the staffing budget originally at 4%).
4. Operating income is broadly derived from three areas. Gym and Swim School Direct Debits are the most significant of these with income from general sports hire being spread over a range of activities.
5. Financial implications due to the loss of Kimberley Gym & Swim including loss of Direct Debit members, as well as Swim School and club bookings.
6. Significant reduction in cost of insurance (£26k from 76k).
7. NNDR refund of £11k.



**8. Transfer from Balances**

No money was transferred from balances during 2023-24. Operating loss of £44,856 in 2023/24

**9. Reserves**

Maximum reserve is set at £500,000 agreed with the council and the Board of Directors. Operating loss of £44,856 reduced the reserve to £442,033, however, redundancy paid out of the reserves in May caused the reserve to decrease to £412,033.

Bank Balance:

End of Q1: £604,757

(higher than the reserve as March 2024 Service Charge payment of £138,000 was not paid)

End of Q2: £497,233

End of Q3: £731,309

(higher than the reserve as;

- September 2024 Service Charge payment of £138,000 was not paid
- October 2024 Insurance payment of £26,000 was not paid
- NNDR refund of £10,814)

**10. Summary of Additional Work and Developments during Q3 2024-25**

- a) Liberty Leisure Limited continues to develop opportunities to target different groups of people in the community. The company received £15k from Sport England to deliver Wise Moves (postural stability courses) in conjunction with the Primary Care Network. There are 3 classes per week taking place during 2024-25 across Eastwood, Stapleford and Beeston with a total of 45 places being available across the 3 classes at any one time. Participants have their postural stability continuously assessed and once they have completed the course they are offered to move onto the Exercise Referral Scheme for continued support. We currently have 28 people signed up.
- b) Since ceasing to operate exercise referral from Kimberley Gym & Swim, we are now operating from Greasley Sport & Community Centre to allow for continuous service in the North of the Borough
- c) The company continues to work with the council and a range of partners to deliver the exciting pavilion project at Hickings Lane, Stapleford while contributing towards developing plans for a new leisure centre at the Bramcote Site.

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## Report of the Chief Executive

### **Work Programme**

1. Purpose of Report

The Advisory Shareholder Sub-Committee is asked to approve its Work Programme and to consider items for consideration at future meetings.

2. Recommendation

**The Advisory Shareholder Sub Committee is asked to CONSIDER the Work Programme and RESOLVE accordingly.**

3. Detail

16 June 2025	<ul style="list-style-type: none"><li>• Liberty Leisure Performance Update (Finance/Attendance/Developments)</li><li>• Liberty Leisure Health and Safety</li><li>• Liberty Leisure New Business Plan</li></ul>
8 September 2025	<ul style="list-style-type: none"><li>• Liberty Leisure Performance Updates</li><li>• Liberty Leisure Business Plan</li></ul>

4. Legal Implications

The terms of reference are set out in the Council's Constitution. It is good practice to include a work programme to help the Council manage the portfolios.

5. Background Papers

Nil.

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