



Friday, 6 June 2025

Dear Sir/Madam

A meeting of the Advisory Shareholder Sub Committee will be held on Monday, 16 June 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 Paterson (Chair)	G S Hills
	S P Jeremiah (Vice-Chair)	W Mee
	M Brown	S Webb
	B C Carr	

A G E N D A

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 10 February 2025.

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 Business Plan 2025 - 2028 (Pages 13 - 46)
To provide the Advisory Shareholder Sub-Committee with Liberty Leisure Limited's Business Plan for 2025-28.
5. Liberty Leisure Business Plan Performance Report Quarter 4 2024/2025 (Pages 47 - 60)
For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited business plan progress report for Quarter 4 2024-25.
6. Liberty Leisure Quarter 4 Performance Report (Pages 61 - 70)
To update the Advisory Shareholder Sub Committee of the performance of Liberty Leisure Limited in Quarter 4 2024/25.
7. Work Programme (Pages 71 - 72)
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, 10 FEBRUARY 2025

Present: Councillor S P Jeremiah, Chair

Councillors: W Mee (Vice-Chair)
G S Hills

Apologies for absence were received from Councillors B C Carr and S Webb.

7 Minutes

The minutes of the meeting held on 14 October 2025 were confirmed and signed as a correct record.

8 Declarations of Interest

There were no Declarations of Interest.

9 Liberty Leisure Q3 Business Plan Progress Report

Members noted the Liberty Leisure Limited business plan progress report for Quarter 3 2024/25. The business plan was reviewed annually and approved by the Liberty Leisure Limited Board. The Business Plans were linked to the Council's Corporate priority of Health and detailed the projects and activities undertaken in support of the Corporate Plan.

10 Liberty Leisure Q3 Performance Report

Members noted the Liberty Leisure Limited performance report for Quarter 3 2024/25. The Annual Business Plan was agreed with the Liberty Leisure Board and checked by the Council. The plan detailed the performance indicators and business actions for the company and was used to monitor progress. Members were pleased with the budget position since quarter 2 and showed an improvement of £146,700 on the original budget for 2024/25. Actions to grow the membership included delivering further exercise referral in the North of the Borough with Greasley Sports and Community Centre, reviewing and improving the digital journey to increase membership, and to continue with planned marketing activities.

11 WORK PROGRAMME

The Advisory Shareholder Sub Committee considered the work programme.

RESOLVED that the Work Programme be approved.

This page is intentionally left blank

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.

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.

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.

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.
-

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.

This page is intentionally left blank

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

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

No

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

No

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:

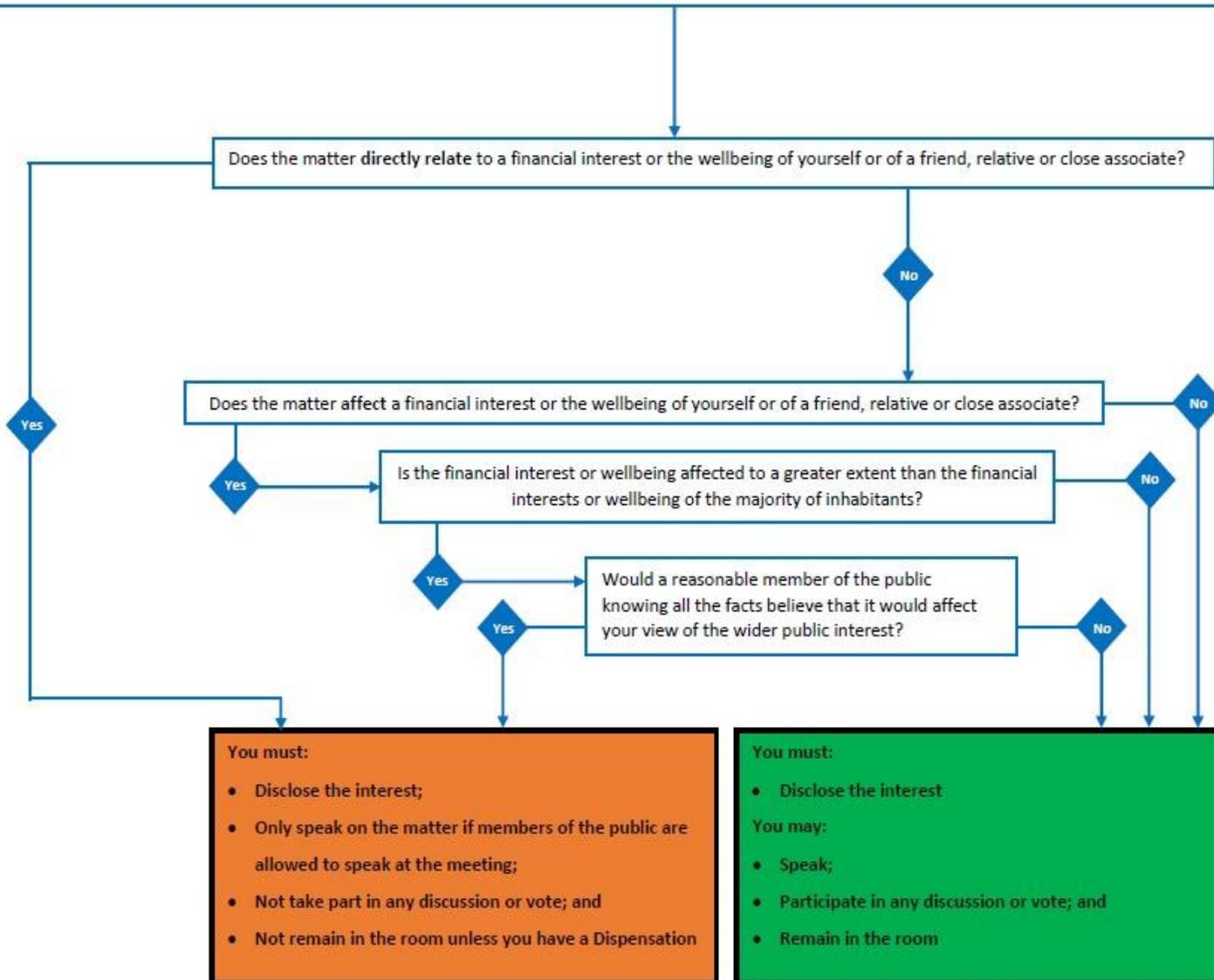
- Disclose the interest

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 Business Director

Liberty Leisure Business Plan 2025-28

1. Purpose of Report

To provide the Advisory Shareholder Sub-Committee with Liberty Leisure Limited's Business Plan for 2025-28.

2. Recommendation

The Advisory Shareholder Sub Committee is asked to NOTE the Liberty Leisure Business Plan for 2025-28.

3. Detail

Broxtowe Borough Council pay Liberty Leisure Limited a management fee to deliver leisure services for the Council. It is detailed in the management agreement with the Council that the Company will submit an annual business plan to the Council at the start of each calendar year.

The business plan details performance targets, actions for improvement, financial implications and identifies key risks. The management of the business plan delivery is through the performance management system Pentana with progress being reported to both the Board of Directors and the Council at their scheduled meetings.

The draft plan was approved by the Company's Board of Directors on 3 February 2025 and was noted by the Council's Overview and Scrutiny Committee on 20 January 2025.

A copy of the full Business Plan is included in the **Appendix**.

4. Financial Implications

The comments from the Assistant Director Finance Services were as follows:

The financial impact of the business activity detailed in the Liberty Leisure Limited Business Plan for 2025/26 is included within the plan's financial summary. This shows a forecasted operating deficit of £57,597 for the Company in 2025/26.

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

Not applicable.

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

LIBERTY LEISURE LIMITED Business Plan 2025 - 2028

The Liberty Leisure Limited Business Plan ensures that the company's projects and performance develop the business objectives of the company while contributing towards the priorities of Broxtowe Borough Council.

This Plan outlines the project priorities that Liberty Leisure Limited will implement to develop the company so it can continue to exceed the business objectives agreed with Broxtowe Borough Council.

The priority of the company is to deliver an efficient service for Broxtowe Borough Council while continuing to make contributions to the Council's Corporate Plan priority of Leisure and Health. The company delivers a programme of opportunities to have a positive impact on the health of local people, to do this Liberty Leisure Limited is guided by the Service Agreement with the Council.

The business Plan focuses on the delivery of actions for the coming financial year. A suite of milestones and Key Performance Indicators (KPI) will be used to monitor progress against key tasks and targets.

The Council's Vision for Broxtowe is 'a greener, safer, healthier Broxtowe where everyone prospers'.

Liberty Leisure Limited's values that contribute to the Councils vision are:

- Innovation – Constantly evolving our offering
- Care – Caring for our community
- Employees – recognising our staff and ensuring a happy workforce for all
- Integrity – always acting with integrity
- Value – Delivering value for all
- Fun – Vibrant and diverse leisure, culture and events that enrich lives.

Liberty Leisure Limited specifically contributes to Broxtowe's Corporate Plan by:

- Encouraging active and healthy lifestyles in every area of the Borough
- Supporting the council to produce and deliver its Leisure Facility Strategy

1. PUBLISHED STRATEGY AND POLICY DOCUMENTS SUPPORTING THE DELIVERY OF PRIORITIES AND OBJECTIVES

Strategy/Policy Document	Purpose of Document	Renewal Date	Responsible Officer/Contact
Broxtowe Leisure Facilities Strategy	The future of leisure facilities within the Borough of Broxtowe	March 2021 (amend to be updated 2025/26)	Deputy Chief Executive
Broxtowe Borough Council Corporate Plan	The Council's overarching Plan for its priorities, targets and objectives. The Plan sets out priorities to achieve the vision to make a “greener, safer, healthier Broxtowe, where everyone prospers” with focus on the priorities of Housing, Business Growth, Environment, Health and Community Safety.	April 2029	Chief Executive
Get Active Delivery Plan <i>(Previously Sports Strategy)</i>	Providing the opportunity, motivation and support to enable people to be more active than ever before	Action Plan to be reviewed annually	Business Director
Joint Use Agreement	Provides legal framework for the management of the joint-use facilities in partnership with Notts County Council and school governing bodies	Agreement with Chilwell School subject to 2 years notice	Business Director/Deputy Chief Executive

2. LIBERTY LEISURE LIMITED VISION AND VALUE

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

Service Areas covered by this Plan	Service Objectives
Vision	Leisure and Health at the heart of our community
Mission	To earn the lifelong loyalty of our customers through delivering first class leisure and health opportunities
Values	<ul style="list-style-type: none"> • 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
Operational Areas	<ul style="list-style-type: none"> • Bramcote Leisure Centre • Chilwell Olympia • Get Active (inc. operations at Greasley Sports and Community Centre) • Business Development

3. MEASURES OF PERFORMANCE AND SERVICE DATA

PERFORMANCE INDICATORS

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

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

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

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

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

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

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

Indicator Description (Pentana Code)	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Indicator Owner and Comments (incl. benchmarking)
Subsidy per visit all service areas LLLocal_G07	57.8 pence	49.7 pence	56.0 pence	57.7 pence	34.7 pence	24.6 pence	8.3 pence	Business Director Calculation is the Management fee received divided by attendances 2023 onwards excludes Broxtowe Borough Council Cultural Services
Liberty Leisure Limited – Reserve balance LLLocal_G15	-	-	£0.442m Surplus	£0.386m Surplus Includes redundancy fee to MD	£0.329m Surplus	£0.329m Surplus	£0.329m Surplus	Business Director New performance indicator from 2024/25

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

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

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Alternative leisure provision in the north of the Borough LL2427_G04	Continuation of Exercise Referral in the north of the Borough at Greasley Sports & Community Centre	Primary Care Network Broxtowe Borough Council Greasley Sports & Community Centre	Business Director Operations Manager Active Lifestyles Manager	The company will continue to build on the agreement at Greasley Sports and Community Centre to deliver Exercise Referral and some relevant fitness classes. Support partners to deliver on the bursary provided by the Council for Boccia and Nordic Walking. Reporting on the outcomes of the projects including the sustainability of them.
Planning, opening and operation of the new Hickings Lane Pavilion LL2427_G05	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Hickings Lane from 2025/26	Broxtowe Borough Council Football Foundation Stapleford Town Football Club Steven Gerrard Academy Primary Care Network	Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC)) Operations Manager Start April 2025 End March 2028	The financial implications of operating this site have been included in this Business Plan, however these are presented to the best of LLL's knowledge now and may be subject to change. Financial implications will come into effect from October 2025 - March 2026 (a part year probably 5 months) with a full operating year being 2026/27.

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Planning, opening and operation of the new Hickings Lane Pavilion LL2427_G05 (Continued)	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Hickings Lane from 2025/26	Gladstone – Leisure Management System Procurements required include: Purchase of proposed fitness equipment and tender for the café.	Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC)) Operations Manager Start April 2025 End March 2028	Revenue estimates are included in the LLL medium term budget planning but are subject to change prior to opening. below. LLL require both BBC and/or the Stapleford Towns Delivery Board and the LLL company’s Board of Directors to approve the company becoming the site operator. A summary of anticipated Expenditure, Income and Balances for operating the Hickings Lane Pavilion are provided

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Planning, opening and operation of the new Hickings Lane Pavilion LL2427_G05 (Continued)	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Hickings Lane from 2025/26	Broxtowe Borough Council Football Foundation Stapleford Town Football Club Steven Gerrard Academy Primary Care Network Gladstone – Leisure Management System Procurements required include: Purchase of proposed fitness equipment and tender for the café.	Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC)) Operations Manager Start April 2025 End March 2028	<u>Expenditures</u> 2025/26 = £116,706 2026/27 = £265,973 2027/28 = £275,618 <u>Incomes</u> 2025/26 = £94,417 2026/27 = £265,727 2027/28 = £290,134 <u>Balances</u> 2025/26 = - £24,290 2026/27 = - £246 2027/28 = £14,156

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Support Broxtowe Borough Council in the development of a new leisure facility at the Bramcote site LL2225_G01	LLL provide operational expertise to the council to ensure that the new facility has an achievable business Plan, that design and layout will meet customer expectation and enable required efficiencies to be achieved	Broxtowe Borough Council	Business Director / Operations Manager April 2022 to March 2027	Liberty Leisure Ltd will: <ol style="list-style-type: none"> 1. Support the Council in developing the facility mix and business case for the operation of a new Bramcote Leisure Centre site 2. Use the facility mix proposed to scope out a draft activity programme for the new facility, which will reflect the diverse needs of the community 3. Factor the above facility mix in to a draft budget Plan Based on the current programme the new facility is due to be in operation from winter 2026 so the financial implication will commence from then onwards. The expected implications are included in the later years of this Plan.

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Grow fitness memberships LL2326_G01a</p>	<p>To grow all areas of fitness income to support the objective of improving operational efficiencies. Specifically, at Bramcote Leisure Centre to ensure that the fitness membership at the site is sufficient to support the financial requirements of a potential future new facility and the potential opening of a gym facility at the Hickings Lane Pavilion</p>	<p>Gym Sales (Membership prospecting) Primary Care Network (Health referral partner) Carbon Group Gladstone Leisure Management Systems Supported by the Liberty Leisure Ltd business action of 'Implementing an improved digital journey'</p>	<p>Business Director Operations Manager Systems and Finance Manager Fitness and Memberships Manager Start: April 2021 End: March 2026</p>	<p>Income from fitness is derived primarily from Direct Debits for different standard membership categories as well as Exercise Referral and Annual Memberships ACTUAL</p> <ul style="list-style-type: none"> • 2023/24 = £1,204k <p>TARGET</p> <ul style="list-style-type: none"> • 2024/25 = £975k • 2025/26 = £1,039k • 2026/27 = £1,110k (new BLC opens) • 2027/28 = £1,225k <p>LLL will be conducting a comprehensive review of membership types early in quarter 1 2025/26 to ensure income is being maximised while supporting those who require additional support to attend. The current gym equipment at Bramcote Leisure Centre (BLC) and Chilwell Olympia is 7 years old and assuming replacement in line with the new BLC will be 9 years old, which is beyond the standard operating lifespan and as a result increases the risk of maintenance becoming an issue.</p>

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Expand Exercise Referral opportunities LL2427_G06	Increase the number of people on the exercise referral programme. Specifically targeting young people to encourage exercise adoption from an earlier age	Primary Care Network Refer All (Exercise Referral Management Software) Carbon Group	Business Director Operations Manager Active Lifestyles Manager Start: April 2024 End: March 2026	Increase Exercise Referrals by: Continuing to build on referral networks and opportunities with the PCN; Delivering a Family Exercise Referral Scheme; Delivering a Postural Stability programme In 2025-26 it is envisaged that no additional resources will be required to manage additional referral programmes and referrals. Any future additional resources will be subject to a business case being completed and approved by the Board of Directors. TARGETS Assumes no additional staffing costs <ul style="list-style-type: none"> • 2025/26 = £102.9k • 2026/27 = £113.2k • 2027/28 = £124.5k All referral members and incomes are included in the Grow Fitness Memberships Business Action

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

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Grow Swimming Incomes LL2528_G01 (New) (Continued)	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	Notts County Council Gladstone Leisure Management System Carbon Group	Business Director Operations Manager Duty Manager (Swimming) Start: April 2025 End: March 2028	<p>SWIM SCHOOL</p> <p>To continue to grow swim school income. Introduction of online joining for swimming lessons to all lessons. Review the terms and conditions and how to reduce income lost from cancellation of lessons. Renewed focus on supporting staff and volunteers to gain swim teaching qualifications.</p> <p>ACTUAL</p> <ul style="list-style-type: none"> • 2023/4 = £945.4k <p>TARGET</p> <ul style="list-style-type: none"> • 2024/25 = £719.2k • 2025/26 = £762.4k • 2026/27 = £800.5k (new BLC opens) • 2027/28 = £840.5k

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Implement price changes LL2427_G08	Increase the overall operational income to mitigate against expenditure increases and a reduction in the management fee received from Broxtowe Borough Council	Requires approval from the Liberty Leisure Ltd Board of Directors	Business Director Operations Manager Systems and Finance Manager	To raise an additional £75k in operating income between 1 April 2025 and 31 March 2026 The additional £75k from this business action is included within the total income detailed in the finance section of this business Plan

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Implement updated digital sales and booking processes LL2427_G09	Improve the ease of bookings to support the increase sales and attendances at the Liberty Leisure operated sites	Carbon Group Gladstone Innovatise	Business Director Systems and Finance Manager March 2026	Improving digital sales and booking processes to have a potential positive effect on the attendances and incomes across all of Liberty Leisure. Specific improvements and changes include: <ul style="list-style-type: none"> • Customer Emails • App Functionality • Waiting lists • Access Control - QR codes • Website Communication – AI/Chat Bot • Automated Communications <p>To assess the success of this we will introduce a new measure for:</p> <p>Percentage of bookings made on site. This is currently averaging 48% and we want to achieve a 3% reduction. If online gym bookings can be made online this will significantly decrease on site bookings.</p> <p>Additional incomes detailed in the finance section of this report will be supported by implementing these changes</p>

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Replace the gym equipment estate across the Liberty Leisure operated facilities LL2427_G10	Capital investment to provide the gym at the Hickings Lane Pavilion (operating from 2025/26), and equipment for the new Bramcote Leisure Centre and Chilwell Olympia in 2026/27. Support the continued growth of the fitness membership to support the delivery of annual financial targets.	Procurement process to be agreed Likely to be two separate processes in different years.	Business Director Operations Manager Systems and Finance Manager Procurement and Contracts Officer (Broxtowe Borough Council) Fitness and Memberships Manager Duty Managers (Fitness) Start: Sept 2023 End: Dec 2026	2025/26 – Total £120k £120k for Hickings Lane Pavilion Gym 2026/27 – Total £550k £420k for Bramcote Leisure Centre £130k for Chilwell Olympia Total project cost £670k The above prices are exclusive of VAT, could consider lease costs if it would be preferred to spread costs out. Income targets will not be achieved without this equipment investment.

Description (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Manage the reduction in the allocated management fee being made to the company by Broxtowe Borough Council LL2326_04	To deliver a balanced financial budget for 2025/26	Broxtowe Borough Council	Business Director Operations Manager Systems and Finance Manager Start: April 2025 End: March 2026	The management fee from Broxtowe Borough Council to LLL reduces as follows: ACTUAL <ul style="list-style-type: none"> • 2024/25 = £369k FORECAST <ul style="list-style-type: none"> • 2025/26 = £269k • 2026/27 = £176k* • 2027/28 = £50k* * Provisional amount, not agreed with Council The financial details of the LLL revenue budget are detailed within the Finance section of this business case

5. FINANCIAL BUDGETS

Expenditure

Area	2024/25 Budget (£)	2024/25 October Revised Budget (£)	2025/26 Budget (£)	2026/27 Budget (£)	2027/28 Budget (£)	Comments
Staffing costs	1,685,414	1,723,574	1,856,531	1,941,080	2,012,204	Efficiency savings implemented offset by pay awards/National Insurance increase
Utilities, Business Rates and Rental	397,775	372,772	372,998	399,108	400,183	Reduction in year but forecast increases despite new centre efficiencies
Operating costs	407,586	412,330	436,949	454,301	448,574	Increase due to profit share with Greasley / NBA and the new Hickings Lane site
VAT	140,000	142,585	157,652	164,964	164,881	Calculated based on operational spend and expected recovery
Council Service Charges	214,000	220,000	222,500	226,950	231,489	Assumes reductions from not operating Kimberley Leisure Centre with small increases each year
Insurance	75,937	50,000	30,200	36,600	38,285	Calculated based on reduction in 2024/25 continuing into future years
EXPENDITURE	2,922,423	2,921,262	3,076,830	3,223,003	3,295,617	

Income

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

Summary

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

6. SUMMARY OF KEY RISKS

Key Strategic Risk	Action to be taken or required to mitigate/minimise the risk or threat
1. Teckal Company	Ongoing strategic operational documents identifying a wide range of actions to develop the company
2. Lack of financial resources due to cost of living crisis, operational changes and reduced management fee means that buildings cannot be maintained to the levels expected for a commercial operation	A medium-term financial forecast that is regularly reviewed to ensure that potential financial issues are identified in advance of the problem arising
3. No Leisure Facilities Strategy means that the council cannot adequately plan for its future leisure provision	As per strategic risk register. The Council to complete its leisure facility strategy to enable the company to develop its operational and financial planning

Liberty Leisure Limited Risk Register

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
<p>Bramcote Leisure Centre (BLC), ageing building, pool plant and building management system</p>	<p>Inability to prevent water leaks, control water and/or air temperatures and air flow for part or all of the building. If failure in part or whole there is a Health & Safety risk and the potential to close the building.</p> <p>Issues being managed with RAAC concrete and Asbestos.</p> <p>Issues with Combined Heat and Power Unit (CHP) that are causing increased downtime and increasing costs, which are complicated by its location and asbestos management.</p>	<p>Building Condition Report completed by Broxtowe Borough Council (BBC).</p> <p>6 monthly meetings held with the Head of Estates (HoE) (or nominated officer) to review the state of the site. Issues identified are raised with the Deputy Chief Executive of BBC via the Head of Asset Management and Development, Capital reports detailing significant maintenance repairs are prepared annually for BBC to consider for known issues above with a cost above £5K in line with the Management Agreement.</p> <p>Broxtowe Borough Council is working on plans to replace the existing leisure centre with a new facility.</p> <p>Bramcote Leisure Centre has been found to contain RAAC concrete which has been repaired/made safe but if the situation changes it may result in areas of the building needing to be closed which would affect the financial viability of the facility.</p> <p>Additional asbestos has been identified in the plant room and a comprehensive management plan is in place to reduce exposure. This reduces contractor accessibility to other areas of the plant room and may have a knock-on effect to the CHP which enable Liberty Leisure Limited (LLL) to reduce electricity costs. If it is not able to be repaired at any point a significant increase in electricity costs would significantly change the LLL budget position.</p>

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
All sites - Legionella, Asbestos and Electrical Safety	Health & Safety risk for customers, staff and contractors	<p>Management of legionella by Liberty Leisure Limited (LLL) or partner site operators with all involved trained to complete and manage processes.</p> <p>Asbestos registers maintained by LLL or partner site operators with all involved trained to manage the process. Annual electrical testing programme in place with repairs completed following testing / inspection.</p>
All sites - General operations and Emergency Procedures	Health & Safety risk for customers, staff and contractors	<p>Operating and Emergency procedures are in place with staff trained on these processes through inductions and follow ups when identified. National/professional guidelines in relation to swimming, fitness and occupancy figures are followed with training recorded.</p> <p>Procedures are reviewed over time and/or following a situation that may arise.</p>
Chilwell School	Building of a new school at the existing site	<p>Broxtowe Borough Council and Liberty Leisure Limited have met with the Chilwell School's Head Teacher and have discussed options that may be considered within a new build. Chilwell School will keep BBC/LLL up to date with any new information regarding changes and timescales and are keen to work together.</p>

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
Operational incomes fail to reach required targets	<p>Company operates a deficit budget.</p> <p>Company has insufficient funds to meet commitments</p>	<p>Monthly monitoring of income and expenditures to provide a forecast financial operating position for the financial year. Monthly monitoring of cash flow to ensure sufficient funds are in the bank and to forecast ahead changes to the 'cash' in the bank position.</p> <p>Work to improve operating efficiencies is ongoing. Additional support through the utilisation of an external report completed on behalf of Broxtowe Borough Council (BBC).</p> <p>Monthly finance meetings with BBC ensure that the council (owner) is aware of future financial forecasts so appropriate financial adjustments can be made.</p>
Operational expenditures exceed forecast spends	<p>Company operates a deficit budget.</p> <p>Company has insufficient funds to meet commitments</p> <p>Ongoing cost of living crisis results in existing costs to the company continuing to increase</p>	<p>Monthly monitoring of income and expenditures to provide a forecast financial operating position for the financial year. Monthly monitoring of cash flow to ensure sufficient funds are in the bank and to forecast ahead changes to the 'cash' in the bank position.</p> <p>Work to improve operating efficiencies is ongoing. Additional support through the utilisation of an external report completed on behalf of BBC.</p> <p>Monthly finance meetings with BBC ensure that the Council (owner) is aware of future financial forecasts so appropriate financial adjustments can be made.</p>

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
Failure to deliver an identified Business Action	Potential negative impact on the company's financial position	Business actions are spread over a number of different income areas to minimise the effects of an individual action not being delivered. Additionally, business actions are regularly monitored through the Performance Management System and regular business team meetings are held to review performance, issues that are arising and actions required to ensure success of an action.
Collection of Direct Debit payments	Impact on the company's cash flow position	Centralised business team with more than one member of the team able to run the Direct Debit process. Communication systems in place to inform customers. Ability to carry out a collection run at a later date if required.
Data management	Sensitive data relating to the company or an individual is breached resulting in financial or personal loss	<p>Broxtowe Borough Council's online training to ensure that individuals within the company understand how to manage sensitive data. Training and updates from the company's bank to ensure that staff with bank access are aware of the risks.</p> <p>Data Processing Agreement are in place between the company and third parties who have access to / process data on behalf of the company.</p> <p>Reporting processes are in place to report a potential/actual data breach to ensure that a breach is appropriately managed, and that continual learning is carried out.</p>

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
Failure of ICT systems	Customers are unable to make a booking and/or payment. Attendances cannot be recorded. Gym equipment does not work.	<p>Social media platforms and the website are tools used to communicate potential issues to customers. Temporary manual processes are in place to enable customers to access their activity and pay at a later date in the event of ICT downtime.</p> <p>Requirement of external supplier (e.g. membership management system, Gladstone Software) to be efficient on maintaining site availability and changes as required. If this did not happen.</p>
Staff recruitment	Inability to recruit staff required to ensure the ongoing operation of the service	<p>Reviewed job descriptions and company structure to ensure more progression opportunities for staff. Continuing to review job roles.</p> <p>Market rate supplement is available to be applied to make difficult to fill job roles more desirable.</p> <p>Cross site working is being utilised to provide greater flexibility to cover working hours that need to be covered.</p> <p>The use of 'relief' staff to cover vacant hours</p>

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
Unforeseen closure	Initial and potential ongoing loss of income. Disruption to customers.	<p>Ongoing building management to minimise the chances of closure. In the event of site closure communications through existing social media, Website and direct emails to effected customers along with liaison with council's communications team to get messages out to effected customers.</p> <p>In some cases, alternative activity at another venue can be made available to customers.</p> <p>Liberty Leisure Limited's insurance will minimise lost income through the Business Interruption element of its insurance</p>
Reputational Risk	Reduction in numbers of customers affecting income. Bringing the company and/or the council into disrepute	<p>Marketing guidelines in place to support communications; communications limited to supported marketing working group with feedback to management team for potential contentious issues.</p> <p>Company values used to guide decision making to ensure reasonable and justifiable decisions are made. Contentious issues discussed with the council to ensure an agreed approach is taken</p>
Gym equipment maintenance issues	Increased cancellation resulting in decreased income and missing targets	Regular maintenance / servicing is carried out but with the equipment getting older the chance of issues is increasing. With the new facility two years away it makes sense, if possible, to wait and put new equipment in the facility when it opens and therefore replace equipment at Chilwell Olympia at the same time.

Key Risk	Risk or Threat to Key Task	Action taken/required to mitigate/minimise the risk or threat
Insufficient car parking during new Bramcote build process	Increased cancellation resulting in decreased income and missing targets	<p>Temporary car park to be as large as possible but will not provide the same number of spaces as is currently available.</p> <p>Need to consider how we can promote active travel, car sharing or moving classes to other venues to reduce pressure at peak times.</p>
Partner relationship management	Breakdown in relationship with partners or large bookers resulting in decreased engagement, productivity and ultimately income.	<p>Regular communication between the parties to ensure any changes are well communicated.</p> <p>Consult relevant parties when a change will impact the booking.</p>

Report of the Liberty Leisure Business Director

Liberty Leisure Business Plan Progress Report Quarter 4 2024/25

1. Purpose of Report

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited business plan progress report for Quarter 4 (Q4) 2024/25.

2. Recommendation

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

3. Detail

The Liberty Leisure Limited (LLL) Annual Business Plan, which 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 Council's performance management system, Pentana Risk.

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

4. Financial Implications

The comments from the Assistant Director 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

The comments from the Human Resources Manager were as follows:

7. Union Comments

Not applicable.

8. Climate Change Implications

Not applicable.

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

Performance Management – Liberty Leisure Limited1. Background - Corporate Plan

A Broxtowe Borough Council Corporate Plan for 2024-2029 was approved by Council on 4 March 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 ensures that 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 2024/25 was approved by the Liberty Leisure Limited Board in January 2024. The Liberty Leisure Limited Business Plan 2024/25 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 4 March 2020. The Council's priority for Health is to 'Support people to live well'. Its objectives are to:

- Promote active and healthy lifestyles in every area of Broxtowe (He1)
- Come up with 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 2020-2024 for 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 'Pentana Risk' 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 'Pentana Risk' 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 Achieved	2024/25 Target	Notes
Data Only 	LLData_G05 Management Fee from the Council to Liberty Leisure Limited	Annually	£700k	£519k	£246k	£369k	The company manages its finances through a monthly cash flow review. The management fee is requested when the company's balance falls below £412k. £123k was unclaimed for 2024/25.
Green 	LLLocal_G02 TOTAL Attendance - Liberty Leisure Limited (ALL)	Monthly	948,068	927,716	800,736	700,000 (revised)	Achieved target for attendance across swim, fitness and exercise referral.
Green 	LLLocal_G04 Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	-£3,886k	-£3,907k	-£2,811k	- £2,922k (revised)	Expenditure was lower than original budget, with particular savings on insurance, utilities and an NNDR refund.
Green 	LLLocal_G05 TOTAL Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3,071k	£3,356k	£2,592k	£2,458k (revised)	Achieved revised income budget with increased gym membership sign ups, swim lesson income and pitch hire.
Red 	LLLocal_G06 DD Total Number of Annual Direct Debits collected	Monthly	81,571	83,767	62,234	65,950 (revised)	Below target for number of collected Direct Debits, however, due to increased yield per member, we have achieved revised income target.
Green 	LLLocal_G07 Subsidy per Visit - all service areas	Annually	£0.74	£0.56	£0.31	£0.53	Management fee paid to Liberty Leisure Limited divided by attendances.
Amber 	LLLocal_G12 Total number of members (Fitness and Swim School)	Monthly	7,727	6,166	5,513	5,650 (revised)	Now below target due to the effect of Kimberley Gym and Swim stopping in March 2024. To combat this, we are developing our customer journey and retention programme. Although total number of members was down at the end of Q4, membership income was higher with Q4 Direct Debit income totalling £129k compared to Q3 totalling £128k.

Status	Code / Indicator	Frequency	2022/23 Achieved	2023/24 Achieved	2024/25 Achieved	2024/25 Target	Notes
Green 	LLLocal_G13 Percentage of Direct Debits collected	Annually	96.8%	96.4%	98.0%	98.4%	Number of direct debits successfully collected has fallen from the previous year and is below target. This may be explained by the cost of living pressures on household budgets. LLL is working to introduce member contracts to help with improving collection rates and retaining customers for longer.
Amber 	LLLocal_G15 Liberty Leisure Limited – Reserve balance	Annually	£487k	£442k	£412k	£442k	Reduction due to redundancy paid from reserves.

Liberty Leisure Limited – Actions 2024/25

Status	Code and Action	Action Description	Progress	Due Date	Comments
Progress  Page 52	LL2326_G01a Grow fitness memberships	To continue to recover income lost during the lockdowns by increasing direct debit collections from fitness and gym school membership	85% (Q1) 69% (Q2) 73% (Q3) 93% (Q4)	Mar-2026	Transferred several Kimberley Gym & Swim members across to Bramcote Leisure Centre. Membership levels across Bramcote and Chilwell are on target. Continued with planned marketing activities to encourage new people to join at one of the leisure centre sites. Staff also attended several outreach events in 2024 and planning for 2025. Growing the recently started corporate health checks to encourage more take up of corporate memberships. Continuing to deliver member workshops to improve member retention by adding value. Reviewed the fitness class programme across both sites in March 2025. Including the programme, attendances and occupancy as well as competitor analysis on classes to find the most/least popular. Be fair policy introduced as well as App reminders for class bookings to help reduce non-attenders.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2326_G01b 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	88% (Q1) 37% (Q2) 72% (Q3) 76% (Q4)	Mar-2026	Transferred several Kimberley Gym & Swim members across to Bramcote Leisure Centre. Membership levels at Bramcote are on target. Continuing to recruit and support volunteers to enable them to become swim teacher to increase the number of available swim teachers to deliver the programme. Currently have 16 volunteers, LLL have part funded four people for a Level 1 swim course. Reviewed the cancellation process of Swim School leavers and the swim programme by trialling small group swim sessions to try and improve retention Also reviewed the public swimming programme to make use of the more popular sessions and improve attendances.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2225_G01 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	10%	Mar-2027	<p>The company have provided facility mix and financial related data to the council's leisure consultant with regards to a new build leisure centre at the Bramcote site. Work on the Leisure Facilities Strategy is ongoing. Below is a summary for each site:</p> <p>Bramcote Leisure Centre – 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.</p> <p>New Bramcote Leisure Centre – Currently moving forward well with a planning currently taking place.</p> <p>Chilwell – 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.</p> <p>Greasley Sports and Community Centre – since Kimberley Gym & Swim is no longer operated by LLL the Company is now delivering Exercise Referral in partnership with Greasley, . The process is working well and we are working with the local GP surgeries to increase referrals.</p>
In Progress 	LL2225_G01 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	<p>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 tender for key areas e.g. café and early years.</p> <p>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.</p>

Status	Code and Action	Action Description	Progress	Due Date	Comments
Complete 	LL2326_G04 With external support review a range of potential operating efficiencies	To identify achievable operating efficiencies to be implemented	100%	Mar-2024	A number of efficiencies were implemented which enabled the company to achieve agreed efficiencies. A final review took place in quarter 1 2024/25. It was agreed at the LLL Board in July that further efficiencies would become part of Business as usual.
Complete 	LL2427_G01 Complete a staffing review to best fit the reduced leisure operation delivered by the Company	Have a staffing structure that is suitable for the company's changed operating circumstances, providing improved financial efficiency and greater operating flexibility	100%	Jun-2024	The reduction in services delivered by the company necessitates the need to reduce the central costs of managing the company. The annual saving is £64k by restructuring the senior management team that will mitigate the changes without Kimberley Gym and Swim and the reduction in the Management Fee to be received for 2024/25. The management team now operate with three senior managers with the Managing Director role being removed. Roles and responsibilities have changed and were reported. The Board of Directors were updated to reflect the changes and to ensure good governance.
In Progress 	LL2427_G02 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-2026	Decision to extend and review in the next financial year.
In Progress 	LL2427_G03 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	71%	Mar-2027	Ongoing reviews with Heads of Service to review charges for 2024/25 and to review process moving forwards.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2427_G04 Alternative leisure provision in the north of the Borough	New leisure provision in the north of the Borough	97%	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. A SMS (text message) campaign to promote more referrals in Greasley has been completed in the North of the Borough. Two memberships now available, one for customers to access Greasley on its own and no LLL site, and one slightly more expensive membership to access GSCC and LLL sites for swimming access.
In Progress 	LL2427_G05 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%	Mar-2028	Currently out for tender to find a provider for café and early years' provision. The LLL Board has approved that LLL will operate the facility given the assurances around support from the Council. Next steps are the procurement of gym equipment and appointing staff.
In Progress 	LL2427_G06 Expand Exercise Referral opportunities	Increase the number of people on the exercise referral programme	75%	Mar-2026	Exercise Referral memberships are exceeding target. Growing Exercise Referral through direct marketing being undertaken by General Practices. Active Lifestyles Team have created double sided business cards to market wise moves and exercise referral with QR codes for people to scan and be directed to the referral form. This means health professionals can give out the business cards as a form of targeted self-referral and reduce admin time.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2427_G07 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	100%	Mar-2025	<ul style="list-style-type: none"> • Changed public swimming timetable based on feedback from customers to increase attendance. • 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. • Introduced online joining for swimming lessons. • Promotion of swimming lessons and gym memberships at Play Days in summer 2024. • A new plan to increase income from swimming was implemented from 1 April 2025. Progress will be reported for action LL2528_G01.
In Progress 	LL2427_G08 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	100%	Mar-2027	Price changes implemented for 2024/25. Currently reviewing price changes for 2025/26, to be agreed by LLL Board.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2427_G09 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	100%	Mar-2026	<ul style="list-style-type: none"> Completed a customer survey to identify pain points for customer experience. Removed waiting lists Implemented an AI assistant (BOB AI) to encourage online joining and respond to queries, also reducing admin time. Added online timetables to the website that pull through via an Application Programming Interface (API) 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. Reviewed and improved the digital journey to increase the number of members accessing health improvement programmes. Improved App developments such as marketing automation to improve campaigns and direct marketing to members. Also introduced Les Mills at home for all live fitness memberships for free.
Completed 	LL2427_G10 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	100%	Mar-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. New KPI item to include new gym equipment at Hicking's Lane and across the estate.

Liberty Leisure Limited – Actions – For Broxtowe Borough Council

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	BBC2022a Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited	To have an updated agreement that accurately details the roles and responsibilities of Broxtowe Borough Council and Liberty Leisure Limited in the provision of leisure in Broxtowe	20%	Sept-2024	Work on specific priorities has been completed: <ul style="list-style-type: none"> • Review payment schedules • Agree a reserve policy • Explore corporation tax liabilities • Repairs and renewals governance agreed at meetings with Head of Asset Management every six months. The overall management agreement still requires review with this to be completed once different potential leisure facility developments have been completed.
In Progress 	BBC2022c Replacement Gym Equipment	Provide a scope of the equipment required, digital capabilities, meet with suppliers, site visits, support with scoping the details of a procurement. Redesign available gym space and work with the contractor to ensure installation is to specification and on time	53%	Mar-2025	The implementation has been delayed until 2024/25. A range of options have been explored to provide the most efficient way to implement a change of gym equipment to account for the development at Hickings Lane and future changes within the existing leisure facility stock. Capital submission submitted 27 October 2023 - decision awaited.

This page is intentionally left blank

Report of the Liberty Leisure Limited Business Director

Liberty Leisure Quarter 4 Performance Report

1. Purpose of Report

To update the Advisory Shareholder Sub Committee of the performance of Liberty Leisure Limited in Quarter 4 (Q4) 2024/25.

2. Recommendation

The Advisory Shareholder Sub Committee is asked to NOTE the Liberty Leisure Q4 Performance Report.

3. Detail

Liberty Leisure Limited (LLL) produce quarterly performance reports that are submitted to the LLL Board as well as the Advisory Shareholder Sub Committee to showcase how the business is performing against its objectives.

The 2024/25 year has been very successful for the business despite the challenges of losing the Kimberley Gym and Swim activity as well as the increased cost of living.

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 Q4 shows an improvement of £122,000 on the original budget for 2024/25 with the forecast outturn revised to an overall surplus of £26,800. 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

The comments from the Human Resources Manager were as follows:

7. Union Comments

Not Applicable

8. Climate Change Implications

The 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

Liberty Leisure Limited Performance Report Quarter 4: 2024-25

Liberty Leisure Ltd update Quarter 4: 2024-25

Sales And Attendances

1. Fitness Memberships

Achieved 2023-24	Target 2024-25	End Q4 2024-25	Comments
3,511	3,454 GYM BLC = 2,700 CO = 370 Exercise Referral = 384	3,320 GYM BLC = 2,472 CO = 332 Exercise Referral = 516	<p>Quarter 4 sales (Annual and Direct Debit) have increased slightly from Quarter 3. But are still 134 memberships below target. Although membership income has exceeded income due to increases at the start of the year.</p> <p>Q1 – 3,331 Q2 – 3,344 Q3 – 3,311</p> <p>After a successful January, memberships have dropped off over the rest of the Quarter, this may be due to the January drop off effect and economic pressures. To combat this, we are developing our customer journey and retention programme, with the help of external parties.</p> <p>Exercise Referral memberships are exceeding targets with the use of Greasley and Wise Moves</p>

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
7. Review fitness class programme across both sites.

Swim School Memberships

Achieved 2023-24	Target 2024-25	End Q4 2024-25	Comments
2,655	2,196	2,193	<p>Despite an increase in cancellations due to seasonal patterns and economic influences we have exceeded swim lesson membership income targets due to increases at the start of the year.</p> <p>We are responding to the drop with increased marketing, such as direct promotion to swimmers and leaflet dropping within local housing estates and businesses.</p> <p>Q1 – 2,293 Q2 – 2,266 Q3 – 2,238</p>

Actions to Grow Swim School 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 cancellation process of Swim School leavers
3. Review the swim programme and trial small group swim sessions to try and improve retention
4. Review the public swimming programme to make use of the more popular sessions and improve attendances

Membership Totals

Achieved 2023-24	Target 2024-25	End Q4 2024-25	Comments
6,166	5,650 Gym BLC = 2,700 CO = 370 Exercise Referral = 384 Swim School BLC = 2,196	5,513	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers. 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. 137 memberships down from end of year target Q1 – 5,624 Q2 – 5,610 Q3 – 5,549

2. Attendances

Achieved 2023-24	Target 2024-25	Achieved Q4 2024-25	Target Q4	Comments
927,716	700,000	229,903	175,000	<p>N Achieved target for attendance across Swim, fitness and exercise referral</p> <p>Target dropped by 200,000 attendances, due to the loss of Kimberley Gym & Swim</p> <p>Estimated GSCC figures due to timing delay</p> <p>Q1 – 189,164</p> <p>Q2 – 178,653</p> <p>Q3 – 202,464</p> <p>Q1 to Q4 total 800,736 (100,736 better than annual target)</p>

3. FINANCE 2024-25

TOTALS SUMMARY	Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	Comments
Salaries	1,671,200	1,685,411	-14,211	1,685,411	1,671,200	-14,211	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	367,964	397,775	-34,242	397,775	367,964	-29,811	
Opps Expenditure	362,644	409,300	-33,472	409,300	376,610	-32,690	
Insurance	26,000	75,937	-49,937	75,937	26,000	-49,937	
VAT	105,241	140,000	-34,759	140,000	150,000	10,000	
Service Charges	219,758	214,000	5,758	214,000	219,758	5,758	
TOTAL EXPENDITURE	2,752,807	2,922,423	-160,863	2,922,423	2,811,533	-110,890	
Schools	-100,886	-117,550	16,664	-117,550	-100,886	16,664	Income is slowly increasing month on month through growing memberships and exercise referral sales, whilst we navigate the loss of Kimberley. Q1 - £0.639m Q2 - £0.691m Q£ - £0.660m
Opps Income	-2,491,482	-2,340,675	-138,085	-2,340,675	-2,491,482	-150,807	
TOTAL INCOME	-2,592,368	-2,458,225	-121,421	-2,458,225	-2,592,368	-134,143	
Operating Balance	160,439	464,198	-282,284	464,198	219,165	-245,033	The company requested the first management fee from council at the end of Q2, in advance of its bank balance falling below £412k
Management Fee	-246,000	-369,000	0	-369,000	-246,000	123,000	Total is £150,000 less than last year.
Surplus / Deficit	-85,561	95,198	-282,284	95,198	-26,835	-122,033	The latest budget revision forecast a £122k 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 completed a range of efficiencies including a staffing restructure, review of licenses, banking costs and a pricing strategy. The purpose of the improving efficiencies was 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 4% increase (included in the staffing budget).
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. The total allocated management fee for 2024-25 was £369k + VAT. Of this, £246k + VAT was invoiced, leaving £123k + VAT unclaimed.

9. Transfer from Balances

No money was transferred from balances during 2024-25.

10. Reserves

Maximum reserve is set at £500,000 agreed with the council and the Board of Directors. An operating loss of £44,856 in 23-24 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)

End of Q4: £561,844

- Bank balance higher than the reserve to do outstanding payments such as VAT.

11. Summary of Additional Work and Developments During Q4 2024-25

- a) Liberty Leisure Ltd 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. LLL is looking at how this can be extended beyond the current funding.
- b) 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.

This page is intentionally left blank

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

8 September 2025	<ul style="list-style-type: none"> • End of Year accounts 24/25 • Liberty Leisure Performance Update • Liberty Leisure Business Plan Progress
26 January 2026	<ul style="list-style-type: none"> • Liberty Leisure Performance Update • Liberty Leisure Business Plan Progress
16 March 2026	<ul style="list-style-type: none"> • Liberty Leisure Performance Update • Liberty Leisure Business Plan Progress • Liberty Leisure Health and Safety

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.

This page is intentionally left blank