



Friday, 29 August 2025

Dear Sir/Madam

A meeting of the Advisory Shareholder Sub Committee will be held on Monday, 8 September 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)
S P Jeremiah (Vice-Chair)
M Brown

B C Carr
W Mee
S Webb

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 16 June 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 Performance Report Q1 25/26 (Pages 13 - 22)

To note the progress of the Liberty Leisure Limited Business Plan Report for Quarter 1 (Q1) 2025/26.

5. Liberty Leisure End of Year Accounts 2023/24 (Pages 23 - 46)

To update the Advisory Shareholder Sub Committee on the end of year performance of Liberty Leisure.

6. Liberty Leisure Q1 Performance Report (Pages 47 - 54)

To update the Advisory Shareholder Sub Committee on the performance of Liberty Leisure Limited in Quarter 1 (Q1) 2025/26.

7. Work Programme (Pages 55 - 56)

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, 16 JUNE 2025

Present: Councillor S Paterson, Chair

Councillors: S P Jeremiah (Vice-Chair)
M Brown
B C Carr
S Webb
J M Owen (Substitute)

Apologies for absence were received from Councillors G S Hills and W Mee.

Councillor P J Owen attended as Ex – Officio.

The officers present were Z Darr, D Gammons and K Newton.

1 **MINUTES**

The minutes of the meeting of 10 February 2025 were confirmed and signed as a correct record, with a minor correction.

2 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

3 **LIBERTY LEISURE BUSINESS PLAN 2025 - 2028**

The Committee noted the Liberty Leisure Business Plan 2025 – 28, with particular reference to attendance numbers, setting accurate targets and the management fee.

There was also a discussion about the £57,000 deficit. It was noted that the plan was to increase profits and reduce costs to bring down the deficit, and that it would be a last resort to call on reserves, which stood at around £400,000.

Debate progressed on to concerns about asbestos at Bramcote Leisure Centre, which was linked to the combined heat and power (CHP) generator. This provided the heat for the Leisure Centre in an efficient and cost-effective way. It was noted that the rebuild of the CHP engine was being prioritised, with the asbestos removal as part of that process.

There followed a conversation about swimming provision in the north of the Borough. It was noted that Liberty Leisure were an operator and that the Council provided the facilities for it to operate.

4 LIBERTY LEISURE BUSINESS PLAN PERFORMANCE REPORT QUARTER 4 2024/2025

The Committee noted the report.

5 LIBERTY LEISURE QUARTER 4 PERFORMANCE REPORT

The Committee noted the report.

6 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.

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.

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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

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:

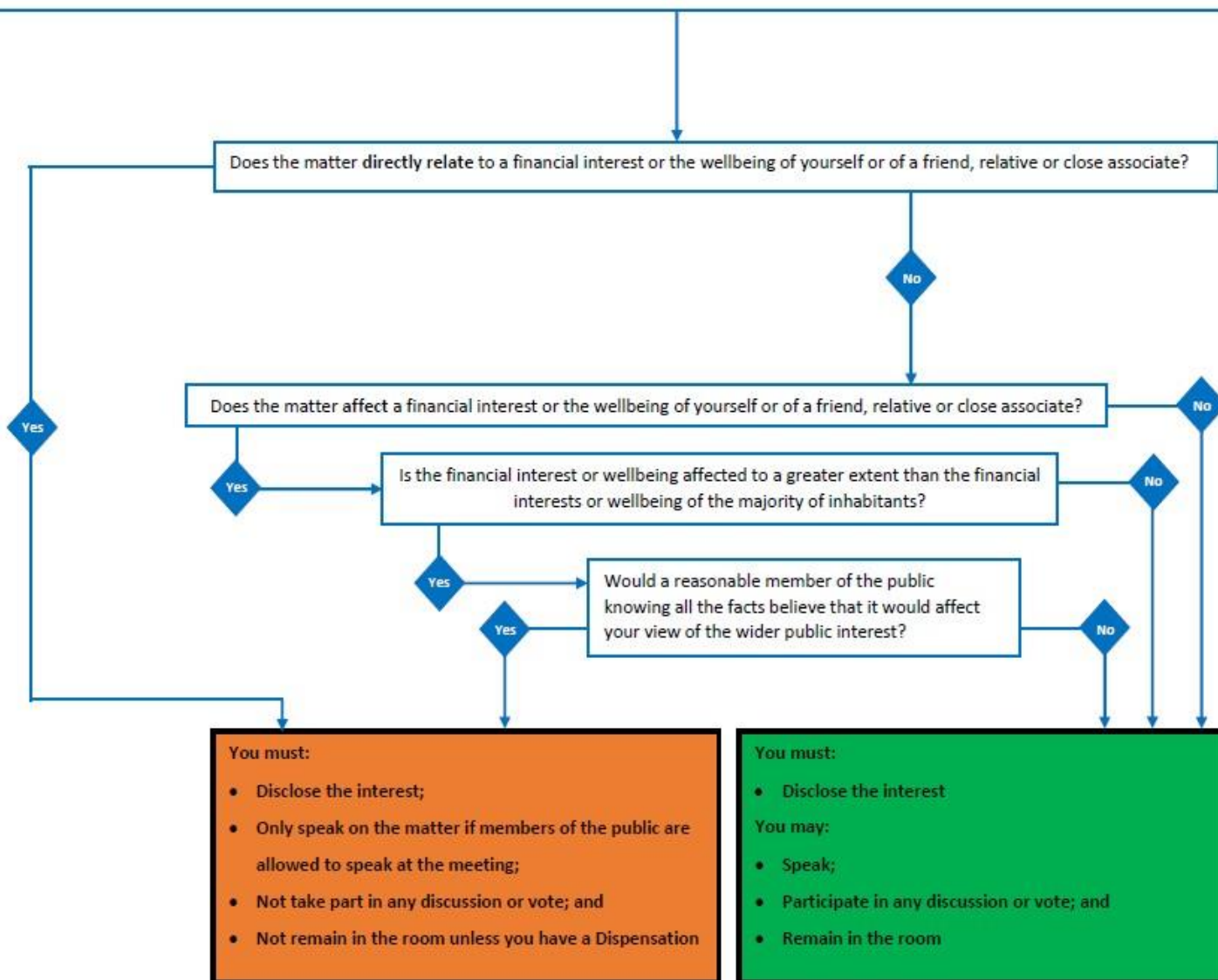
- Disclose the interest;
- Only speak on the matter if members of the public are allowed to speak at the meeting;
- Not take part in any discussion or vote; and
- Not remain in the room unless you have a Dispensation

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 Progress Report Quarter 1 2025/26

1. Purpose of Report

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited Business Plan Progress Report for Quarter 1 (Q1) 2025/26.

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:

There are no direct Human Resources implications arising from this report.

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 LIMITED**1. Background - Corporate Plan**

The Broxtowe Borough Council Corporate Plan 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 2024/27 was approved by the Liberty Leisure Limited Board in January 2025. The Liberty Leisure Limited Business Plan 2025/28 was noted at Full Council on 5 March 2025.

The Liberty Leisure Limited Business Plan links to the Council's corporate priority of Health that was approved by Council on 5 March 2025. The Council's priority for Health is to '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 in Broxtowe (He3).

The Liberty Leisure Limited Business Plan details the projects and activities undertaken in support of the Corporate Plan 2024-2028 for each of 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 2025/26 (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 username 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




The Performance Indicator Status in the tables shows the position related to the frequency of reporting as described in the column titled "Frequency". Where the frequency is annually this will be for the previous year 2024/25



Liberty Leisure Limited- Performance Indicators 2024/25



Status	Code / Indicator	Frequen cy	2023/24 Achieve d	2024/25 Achieve d	2025/26 Q1 Value	2025/26 Q1 Target	Notes
Data Only 	LLData_G05 Management Fee from the Council to Liberty Leisure Limited	Annually	£ 519,000	£246K	-	-	The company manages its finances through a monthly cash flow review. The management fee is requested when the company's balance falls below £250k.
Green 	LLLocal_G02 TOTAL Attendance - Liberty Leisure Limited (ALL)	Monthly	927,716 (incl. KLC)	800,736	202,469	775,000 194,375 (Q1)	On target for attendance across Swim, fitness and exercise referral.
Green 	LLLocal_G04 Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	£3,907K	£3,754K	- £ 645K	3,078K - £ 770K (Q1)	Increased National Insurance, water and electricity charges.
Red 	LLLocal_G05 TOTAL Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3,356K	£3,249K	£ 648K	£2,752K £688K (Q1)	Gym and Swim memberships slightly below financial budget.
Red 	LLLocal_G06 DD Total Number of Annual Direct Debits collected	Monthly	83,767	62,234	15,215	65,950 17,488 (Q1) Gym=41,820 Swim=24,130	Direct marketing swim school memberships to increase uptake.
Green 	LLLocal_G07 Subsidy per Visit - all service areas	Annually	£ 0.56 (incl KLC)	£0.31	-	£ 0.35	
Amber 	LLLocal_G12 Total number of members (Fitness and Swim School)	Monthly	6,166	5,513	5,492	5,778	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers.




Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Q1 Target	Notes
Green 	LLLocal_G13 Percentage of Direct Debits collected	Annually	96.42%	98.00%	98.00%	98.40%	
Data Only 	LLLocal_G15 Liberty Leisure Limited – Reserve Balance	Annually	£442K Surplus	£443K	£443K	£443K	Reserves only change at the end of year accounts or key purchases, none of which are currently planned.



Liberty Leisure Limited – Actions 2024/25

Status	Code and Action	Action Description	Progress	Due Date	Comments
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	Further discussions required with Head of Finance to review feasibility.
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 2025/26 and to review process moving forwards. No further changes from August 2024.
In Progress 	LL2427_G04 Alternative leisure provision in the north of the Borough	Continuation of Exercise Referral in the north of the borough at Greasley Sports and Community Centre.	97%	Mar-2027	Complete. Partnership with Greasley Sports and Community Centre is progressing well.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2427_G05 Planning, opening and operation of the new Hickings Lane Pavilion	Liberty Leisure Limited (LLL) 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. Procurement of gym equipment and appointing staff is taking place during quarter 2. Facility on track to open in October, a month ahead of schedule. Tenders have been completed for café, early years and gym equipment. Staffing has been planned and recruited to. Further detailed planning and implementation taking place in the build up to opening.
In Progress  Page 19	LL2225_G01 Support Broxtowe Borough Council in the development of a new leisure facility at the Bramcote site	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.	50%	Mar-2027	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. The new centre has been approved to be revised to include a deeper deep end and seating area.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2326_G01a Grow fitness memberships	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.	93%	Mar-2026	1. Continuing with planned marketing activities to encourage new people to join at one of the leisure centre sites. 2. Reviewed and improved the digital journey to increase the number of members accessing health improvement programmes as well as improving the take-up for Corporate health checks and workshops. 3. Continuing to grow Exercise Referral through direct marketing being undertaken by General Practices and delivering exercise referral in the north of the borough with Greasley Sports and Community Centre. 4. Monitoring the fitness class programme across both sites to ensure high occupancy.
Progress 	LL2427_G06 Expand Exercise Referral opportunities	Increase the number of people on the exercise referral programme. Specifically targeting young people to encourage exercise adoption from an earlier age.	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 	LL2528_01G01 Grow Swimming Income (New)	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC).	30%	Mar-2028	1.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. 2.Currently reviewing the cancellation process of Swim School leavers. 3.Monitoring the swim programme and public swim programme to increase occupancy and identify ways to improve retention and attendance.
Completed 	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%	May-2025	Complete.
Completed 	LL2427_G09 Implement updated digital sales and bookings processes	Improve the ease of bookings to support the increase in sales and attendances at the Liberty Leisure operated sites.	100%	Mar-2026	<ul style="list-style-type: none"> Continuing to improve the implemented Chat Bot (BOB AI) to encourage online joining and respond to queries, also reducing admin time. Introduced marketing automation, to allow direct marketing to customers via the LLL app and direct customers to certain products. Introduced Les Mills at Home for free to customers on a live fitness membership, to allow them to access workouts from home.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2427_G10a Implementation of new gym equipment at Hicking's Lane and across the estate	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.	25%	Dec-2026	The equipment Stapleford Pavilion has been procured and is due to be installed w/c 8 th September. Pre-sales to start in August and opening in October.
In Progress 	LL2326_G04 Manage the reduction in the allocated management fee being made to the company by Broxtowe Borough Council	To deliver a balanced financial budget for 2025/26.	0%	Mar-2026	Budget forecasted reduction which is allowed for by adding a new Bramcote Leisure Centre and the Stapleford Pavilion, efficiencies and increasing income in other areas.

Advisory Shareholder Sub Committee
Report of the Liberty Leisure Business Director

8 September 2025

Liberty Leisure End of Year Accounts 2023/24

1. Purpose of Report

To update the Advisory Shareholder Sub Committee of the end of year performance of Liberty Leisure.

2. Recommendation

The Advisory Shareholder Sub Committee is asked to NOTE the Liberty Leisure Limited accounts for financial year 2023/24.

3. Detail

The annual operating budget for Liberty Leisure Limited is derived from the company's annually updated Business Plan. Each year the Board of Directors and Broxtowe Borough Council are involved in the planning process through consultation opportunities to feed back on the business plan and the proposed revenue budget. The Business Plan and operating budget for 2024-25 was approved by the company's Board of Directors at meeting number 36 held on 3rd February 2024.

With regard to the management of company finances, Broxtowe Borough Council oversees the day-to-day transactions and bookkeeping for Liberty Leisure Limited through the company's financial system. For independent advice and the preparation of final accounts Liberty Leisure Limited engage Haines Watts Accountants to be the company accountants.

Haines Watts produced the final accounts for the period April 2024 to the end of March 2025. The accounts have been sent to Directors as a separate document to this report and will be filed alongside this report.

The final accounts are legally obliged to show pension liabilities. Pension liabilities can change significantly each year with the company having no control over these changes. The pension liabilities do not affect the company's end of year cash balance and reserve.

4. Financial Implications

The comments from the Liberty Leisure Business Director and the Council's Head of Finance Services were as follows:

Management Fee

The management fee received from Broxtowe Borough Council was £246,000 + VAT. This is £273,000 less than 2023-24 and £123,000 less than was originally allocated for 2024-25 due to strong financial performance of the Company.

Operating Income (excludes management fee)

The operating income for 2024-25 is £2,592k, which is a decrease of £764k (22.8%) compared to 2023-24, the significant drop was expected following the loss of Kimberley Gym & Swim. 2024-25 income was £134k (5.4%) above target.

Operating Expenditures

The operating expenditure for 2024-25 is £2,811k, which is a decrease of £1,096k (28.1%) compared to 2023-24, the significant drop was expected following the loss of Kimberley Gym & Swim. 2024-25 expenditure was £111k (3.8%) below target.

Income has been very good this year with most areas achieving or exceeding their targets. There was a particularly high performance in gym memberships, swim lessons, pitch hire and sports hall use. There have been some significant savings on insurance, utilities and NNDR rebate which, along with budget management, contributed to the reduced expenditure.

Corporation Tax

Because the company ended the financial year with a small surplus, this is offset against previous year losses and there is no corporation tax to pay.

2024-25 Out Turn

The company's annual accounts show an operating cash surplus for 2024-25 of £794.

Reserves

The company have an agreed reserve limit of no more than £500k. The reserve policy and limit are reviewed each year by the Board of Directors and Broxtowe Borough Council. The company reserves as of 31 March 2024 was £442,033. The surplus of £794 is added to the reserve leaving an updated reserve of **£442,827** as of 31 March 2025.

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

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.

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Report of the Directors and
Unaudited Financial Statements
for the Year Ended 31st March 2025
for
Liberty Leisure Limited

Liberty Leisure Limited

Contents of the Financial Statements
for the Year Ended 31st March 2025

	Page
Company Information	1
Report of the Directors	2
Income Statement	3
Balance Sheet	4
Statement of Changes in Equity	6
Notes to the Financial Statements	7
Accountants' Report	15
Detailed Income and Expenditure Account	16

Liberty Leisure Limited

Company Information
for the Year Ended 31st March 2025

DIRECTORS:

Ms S M Scott
Mr D Gammons
Mr S G Dannheimer
Mr R E Bofinger
Mr C J Carr

REGISTERED OFFICE:

C/O Broxtowe Borough Council
Foster Avenue
Beeston
Nottingham
Nottinghamshire
NG9 1AB

REGISTERED NUMBER:

10119472 (England and Wales)

ACCOUNTANTS:

TC Group
Cliffe Hill House
22-26 Nottingham Road
Stapleford
Nottingham
NG9 8AA

Liberty Leisure Limited

Report of the Directors
for the Year Ended 31st March 2025

The directors present their report with the financial statements of the company for the year ended 31st March 2025.

PRINCIPAL ACTIVITY

The principal activity of the company in the year under review was that of a Teckal company providing leisure and cultural services within the borough of Broxtowe.

DIRECTORS

The directors shown below have held office during the whole of the period from 1st April 2024 to the date of this report.

Ms S M Scott

Mr S G Dannheimer

Other changes in directors holding office are as follows:

Mr C Laxton-Kane - resigned 1st May 2024

Mrs S Paterson - resigned 15th May 2024

Mr D Gammons - appointed 15th May 2024

Mr D Bagshaw - resigned 15th May 2024

Mr R E Bofinger - appointed 15th May 2024

Mr C J Carr - appointed 15th May 2024

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:

.....
Mr D Gammons - Director

Date:

Liberty Leisure Limited

Income Statement
for the Year Ended 31st March 2025

	Notes	31.3.25 £	£	31.3.24 £	£
TURNOVER			2,852,068		3,596,224
Cost of sales			1,878,687		2,396,670
GROSS SURPLUS			973,381		1,199,554
Administrative expenses			1,233,026		727,668
			(259,645)		471,886
Other operating income			8,163		10,428
OPERATING (DEFICIT)/SURPLUS	4		(251,482)		482,314
Interest receivable and similar income		14,064		12,261	
Other finance income	11	6,000		8,000	
			20,064		20,261
(DEFICIT)/SURPLUS BEFORE TAXATION			(231,418)		502,575
Tax on (deficit)/surplus	5		(2,212)		(569)
(DEFICIT)/SURPLUS FOR THE FINANCIAL YEAR			(229,206)		503,144

The notes form part of these financial statements

Liberty Leisure Limited (Registered number: 10119472)

Balance Sheet
31st March 2025

	Notes	31.3.25 £	£	31.3.24 £	£
FIXED ASSETS					
Intangible assets	6		1,945		2,917
Tangible assets	7		19,041		20,401
			<u>20,986</u>		<u>23,318</u>
CURRENT ASSETS					
Stocks		9,042		11,584	
Debtors	8	18,712		145,029	
Cash at bank and in hand		562,691		714,415	
		<u>590,445</u>		<u>871,028</u>	
CREDITORS					
Amounts falling due within one year	9	164,986		446,483	
		<u></u>		<u></u>	
NET CURRENT ASSETS			<u>425,459</u>		<u>424,545</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			446,445		447,863
PROVISIONS FOR LIABILITIES			<u>3,618</u>		<u>5,830</u>
NET ASSETS			<u>442,827</u>		<u>442,033</u>
RESERVES					
Income and expenditure account	10		<u>442,827</u>		<u>442,033</u>
			<u>442,827</u>		<u>442,033</u>

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st March 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2025 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

- ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The notes form part of these financial statements

Liberty Leisure Limited (Registered number: 10119472)

Balance Sheet - continued

31st March 2025

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Board of Directors and authorised for issue on and were signed on its behalf by:

.....
Mr D Gammons - Director

The notes form part of these financial statements

Liberty Leisure Limited

Statement of Changes in Equity
for the Year Ended 31st March 2025

	Retained earnings £	Pensions reserve £	Total equity £
Balance at 1st April 2023	486,889	(46,000)	440,889
Changes in equity			
Surplus for the year	503,144	-	503,144
Other comprehensive income	(548,000)	46,000	(502,000)
	<hr/>	<hr/>	<hr/>
Total comprehensive income	(44,856)	46,000	1,144
	<hr/>	<hr/>	<hr/>
Balance at 31st March 2024	442,033	-	442,033
	<hr/>	<hr/>	<hr/>
Changes in equity			
Deficit for the year	(229,206)	-	(229,206)
Other comprehensive income	230,000	-	230,000
	<hr/>	<hr/>	<hr/>
Total comprehensive income	794	-	794
	<hr/>	<hr/>	<hr/>
Balance at 31st March 2025	442,827	-	442,827
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

The notes form part of these financial statements

Liberty Leisure Limited

Notes to the Financial Statements **for the Year Ended 31st March 2025**

1. STATUTORY INFORMATION

Liberty Leisure Limited is a private company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" including the provisions of Section 1A "Small Entities" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

From 1 October 2016, the company has taken over responsibility for the defined benefit pension scheme in respect of the employees transferred over from Broxtowe Borough Council. The Council's actuaries Barnett Waddingham have valued the pension scheme to be £NIL as at 31 March 2024.

Liberty Leisure Limited is owned by Broxtowe Borough Council who are committed to continuing to support the provision of leisure opportunities for the residents of the Borough.

The Directors of Liberty Leisure Limited have reviewed the current and future operations for the company and consider it to be a going concern.

Broxtowe Borough Council is fully committed to ensure the success of Liberty Leisure Limited. Broxtowe Borough Council have a strategic interest in the continued development of Liberty Leisure Limited and are prepared to provide the necessary support to facilitate operations.

We are confident in Liberty Leisure Limited ability to generate sufficient cash flow to meet its ongoing operational needs. However Broxtowe Borough Council are prepared to step in and provide assistance if unforeseen circumstances arise.

Turnover

Turnover is measured at the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes.

Intangible assets

Intangible assets are initially measured at cost. After initial recognition, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Computer software is being amortised evenly over its estimated useful life of five years.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery etc - 20% on cost

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Notes to the Financial Statements - continued
for the Year Ended 31st March 2025

2. ACCOUNTING POLICIES - continued

Taxation

Taxation for the year comprises current and deferred tax. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current or deferred taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Deferred tax

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to surplus or deficit on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

Retirement benefits to employees of the company are provided by the Local Government Pension Scheme ("LGPS") which is a defined benefit scheme.

The LGPS is a funded scheme and the assets are held separately from those of the company in separate trustee administered funds. Pension scheme assets are measured at fair value and liabilities are measured on an actuarial basis using the projected unit credit method and discounted at a rate equivalent to the current rate of return on a high quality corporate bond of equivalent term and currency to the liabilities. The actuarial valuations are obtained at least triennially and are updated at each Balance Sheet date. The amounts charged to the Income Statement are the current service costs and the costs of scheme introductions, benefit changes, settlements and curtailments. They are included as part of staff costs as incurred. Net interest on the net defined benefit liability/asset is also recognised in the Income Statement and comprises the interest cost on the defined benefit obligation and interest income on the scheme assets, calculated by multiplying the fair value of the scheme assets at the beginning of the period by the rate used to discount the benefit obligations. The difference between the interest income on the scheme assets and the return on the scheme assets is recognised in the Income Statement. Actuarial gains and losses are recognised immediately in the Income Statement.

The actuary has produced the pension disclosures based upon IAS19. Where a pension scheme liability exists a separate Pension reserve is maintained in order to ring fence the liability. Where a surplus exists the financial position is restricted to £NIL as the company does not have the right to a refund of surplus.

3. EMPLOYEES AND DIRECTORS

The average number of employees during the year was 37 (2024 - 69).

In addition to the above average number of employees, the company also engages instructors and relief staff as and when required. At 31 March 2025 there were 137.

Liberty Leisure Limited

Notes to the Financial Statements - continued
for the Year Ended 31st March 2025

4. OPERATING (DEFICIT)/SURPLUS

The operating deficit (2024 - operating surplus) is stated after charging:

	31.3.25	31.3.24
	£	£
Depreciation - owned assets	1,360	9,391
Computer software amortisation	972	973
	<u> </u>	<u> </u>

5. TAXATION

Analysis of the tax credit

The tax credit on the deficit for the year was as follows:

	31.3.25	31.3.24
	£	£
Deferred tax	(2,212)	(569)
	<u> </u>	<u> </u>
Tax on (deficit)/surplus	(2,212)	(569)
	<u> </u>	<u> </u>

Tax effects relating to effects of other comprehensive income

	31.3.25	
	Gross	Net
	£	£
Other Comprehensive Income		
Asset Ceiling Impact	(1,717,000)	(1,717,000)
Changes in Financial Assumption	1,923,000	1,923,000
Changes in Demographic Assumption	17,000	17,000
Experience Loss in Defined Benefit Obl.	7,000	7,000
	<u> </u>	<u> </u>
	230,000	230,000
	<u> </u>	<u> </u>

	31.3.24	
	Gross	Net
	£	£
Other Comprehensive Income		
Asset Ceiling Impact	(949,000)	(949,000)
Changes in Financial Assumption	316,000	316,000
Changes in Demographic Assumption	90,000	90,000
Experience Loss in Defined Benefit Obl.	(40,000)	(40,000)
	<u> </u>	<u> </u>
	(583,000)	(583,000)
	<u> </u>	<u> </u>

Liberty Leisure Limited

Notes to the Financial Statements - continued
for the Year Ended 31st March 2025

6. INTANGIBLE FIXED ASSETS

**Other
intangible
assets
£**

COST

At 1st April 2024
and 31st March 2025

4,862

AMORTISATION

At 1st April 2024
Charge for year

1,945
972

At 31st March 2025

2,917

NET BOOK VALUE

At 31st March 2025

1,945

At 31st March 2024

2,917

7. TANGIBLE FIXED ASSETS

**Plant and
machinery
etc
£**

COST

At 1st April 2024
and 31st March 2025

126,156

DEPRECIATION

At 1st April 2024
Charge for year

105,755
1,360

At 31st March 2025

107,115

NET BOOK VALUE

At 31st March 2025

19,041

At 31st March 2024

20,401

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

31.3.25

31.3.24

£

£

Trade debtors

3,700

127,798

Prepayments

15,012

17,231

18,712

145,029

Liberty Leisure Limited

Notes to the Financial Statements - continued
for the Year Ended 31st March 2025

9. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	31.3.25	31.3.24
	£	£
Trade creditors	19,181	11,634
VAT	23,299	70,014
Accruals and deferred income	122,506	364,835
	<u>164,986</u>	<u>446,483</u>

10. **RESERVES**

	Income and expenditure account £
At 1st April 2024	442,033
Deficit for the year	(229,206)
Other comprehensive income	<u>230,000</u>
At 31st March 2025	<u>442,827</u>

Liberty Leisure Limited

Notes to the Financial Statements - continued
for the Year Ended 31st March 2025

11. EMPLOYEE BENEFIT OBLIGATIONS

The amounts recognised in the balance sheet are as follows:

	Defined benefit pension plans	
	31.3.25	31.3.24
	£	£
Present value of funded obligations	(6,346,000)	(7,815,000)
Fair value of plan assets	8,872,000	8,586,000
	<hr/>	<hr/>
	2,526,000	771,000
Asset ceiling impact	(2,526,000)	(771,000)
	<hr/>	<hr/>
Surplus/(Deficit)	Nil	Nil
	<hr/>	<hr/>
Net asset/(liability)	Nil	Nil
	<hr/> <hr/>	<hr/> <hr/>

The amounts recognised in surplus or deficit are as follows:

	Defined benefit pension plans	
	31.3.25	31.3.24
	£	£
Current service cost	185,000	282,000
Net interest from net defined benefit asset/liability	(6,000)	(8,000)
Past service cost	-	-
Administration expenses	4,000	4,000
	<hr/>	<hr/>
	183,000	278,000
	<hr/> <hr/>	<hr/> <hr/>
	<hr/>	<hr/>
Actual return on plan assets	429,000	369,000
	<hr/> <hr/>	<hr/> <hr/>

Changes in the present value of the defined benefit obligation are as follows:

	Defined benefit pension plans	
	31.3.25	31.3.24
	£	£
Opening defined benefit obligation	7,815,000	7,492,000
Current service costs	185,000	282,000
Contribution by scheme participants	72,000	103,000
Interest costs	385,000	361,000
Benefits paid	(164,000)	(57,000)
Remeasurements:		
Actuarial (gains)/losses from changes in demographic assumptions	(17,000)	(90,000)
Actuarial (gains)/losses from changes in financial assumptions	(1,923,000)	(316,000)
Oblig other remeasurement	(7,000)	40,000
	<hr/>	<hr/>
	6,346,000	7,815,000
	<hr/> <hr/>	<hr/> <hr/>

Liberty Leisure Limited

Notes to the Financial Statements - continued for the Year Ended 31st March 2025

Changes in the fair value of scheme assets are as follows:

	Defined benefit pension plans	
	31.3.25	31.3.24
	£	£
Opening fair value of scheme assets	8,586,000	7,446,000
Contributions by employer	237,000	447,000
Contribution by scheme participants	72,000	103,000
Expected return	429,000	369,000
Actuarial gains/(losses)	-	-
Benefits paid	(164,000)	(57,000)
Administration expenses	(4,000)	(4,000)
Return on plan assets (excluding interest income)	(284,000)	282,000
	<u>8,872,000</u>	<u>8,586,000</u>

The amounts recognised in the other comprehensive income are as follows:

	Defined benefit pension plans	
	31.3.25	31.3.24
	£	£
Actuarial (gains)/losses from changes in demographic assumptions	17,000	90,000
Actuarial (gains)/losses from changes in financial assumptions	1,923,000	316,000
Oblig other remeasurement	7,000	(40,000)
Return on plan assets (excluding interest income)	(284,000)	282,000
Actuarial gains/(losses)	-	-
Asset ceiling impact	(1,717,000)	(771,000)
	<u>(54,000)</u>	<u>(123,000)</u>

The major categories of the scheme assets as a percentage of total scheme assets are as follows:

	Defined benefit pension plans	
	31.3.25	31.3.24
	£	£
Equities - UK	15%	17%
Equities - Overseas	40%	43%
Fixed interest govt securities	2%	2%
Bonds - Uk	3%	1%
Bonds - Overseas	5%	5%
Credit	3%	3%
Property	10%	11%
Private equity	3%	3%
Infrastructure	8%	8%
Inflation linked	7%	5%
Cash/temporary investments	2%	2%
	<u>100%</u>	<u>100%</u>

Principal actuarial assumptions at the balance sheet date (expressed as weighted averages):

	31.3.25	31.3.24
	£	£
Discount rate	5.95%	4.95%
Future salary increases	3.85%	3.90%
Future pension increases	2.85%	2.90%

Liberty Leisure Limited

Notes to the Financial Statements - continued **for the Year Ended 31st March 2025**

Life expectancy from age 65 (years)		31.03.2025	31.03.2024
Retiring today	Males	20.4%	20.4%
	Females	23.3%	23.3%
Retiring in 20 years	Males	21.7%	21.7%
	Females	24.7%	24.7%

12. RELATED PARTY DISCLOSURES

Broxtowe Borough Council act as guarantors for Liberty Leisure Limited.

During the period Broxtowe Borough Council re-charged administration costs of £219,758 (2024 - £230,330) to Liberty Leisure Limited.

During the period Liberty Leisure Limited charged Broxtowe Borough Council £246,000 (2024 - £519,000) for management charges.

At 31 March 2025 Broxtowe Borough Council owed Liberty Leisure Limited £NIL (2024 - £125,330).

At 31 March 2025 Liberty Leisure Limited owed Broxtowe Borough Council £2,295 (2024 - £128,394) which is included in trade creditors, other creditors and accruals.

All transactions were completed on normal commercial terms and all outstanding balances are repayable on demand.

On 1 October 2016, the company's employees were transferred over from Broxtowe Borough Council under TUPE. As part of that transfer, the company also took on responsibility for the defined benefit pension scheme, which at 1 October 2016 was valued by the actuaries at a deficit of £4,621,000.

The actuary has produced the pension disclosures based upon IAS19. The resulting pension scheme liability of £NIL at 31 March 2025 has been transferred to a separate Pension reserve in order ring fence the liability.

As part of the transfer Broxtowe Borough Council have guaranteed that should the company cease to trade the pension scheme deficit would revert back to itself.

The company operates its trading activity from facilities owned by Broxtowe Borough Council. No charge for the use of these facilities has been made.

13. ULTIMATE CONTROLLING PARTY

Liberty Leisure Limited is a private company, limited by guarantee, and is ultimately controlled by Broxtowe Borough Council.

Accountants' Report to the Board of Directors
on the Unaudited Financial Statements of
Liberty Leisure Limited

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of Liberty Leisure Limited for the year ended 31st March 2025 which comprise the Income Statement, Balance Sheet, Statement of Changes in Equity and the related notes from the company's accounting records and from information and explanations you have given us.

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed within the ICAEW's regulations and guidance at <http://www.icaew.com/en/membership/regulations-standards-and-guidance>.

This report is made solely to the Board of Directors of Liberty Leisure Limited, as a body, in accordance with our terms of engagement. Our work has been undertaken solely to prepare for your approval the financial statements of Liberty Leisure Limited and state those matters that we have agreed to state to the Board of Directors of Liberty Leisure Limited, as a body, in this report in accordance with ICAEW Technical Release 07/16AAF. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Liberty Leisure Limited and its Board of Directors, as a body, for our work or for this report.

It is your duty to ensure that Liberty Leisure Limited has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and loss of Liberty Leisure Limited. You consider that Liberty Leisure Limited is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the financial statements of Liberty Leisure Limited. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

TC Group
Cliffe Hill House
22-26 Nottingham Road
Stapleford
Nottingham
NG9 8AA

Date:

Liberty Leisure Limited

Detailed Income and Expenditure Account
for the Year Ended 31st March 2025

	31.3.25		31.3.24	
	£	£	£	£
Turnover				
Sales	2,606,068		3,077,224	
Management charges	246,000		519,000	
	<hr/>	2,852,068	<hr/>	3,596,224
Cost of sales				
Opening stock	11,584		6,770	
Purchases	44,891		54,329	
Irrecoverable VAT	162,929		117,588	
Wages	1,325,478		1,774,181	
National Insurance	77,926		103,705	
Pensions	236,228		316,479	
Other direct costs	4,957		3,175	
Advertising, promotion and event costs	23,736		32,027	
	<hr/>		<hr/>	
	1,887,729		2,408,254	
Closing stock	(9,042)		(11,584)	
	<hr/>	1,878,687	<hr/>	2,396,670
GROSS SURPLUS		973,381		1,199,554
Other income				
Sundry receipts	8,163		10,428	
Deposit Account Interest	14,059		11,371	
HMRC Interest Received	5		890	
	<hr/>	22,227	<hr/>	22,689
		995,608		1,222,243
Expenditure				
Wages	52,134		62,507	
National Insurance	2,817		7,263	
Pensions	1,014		11,826	
Rent	-		90,981	
Administration costs	219,758		230,330	
Rates and water	41,507		55,262	
Insurance	26,000		100,475	
Light and heat	326,457		348,857	
Apprenticeship Levy	6,702		9,221	
Telephone	2,036		1,953	
Postage and Stationery	1,955		2,488	
Travelling	1,150		1,745	
Repairs and renewals	150,554		143,883	
Cleaning and Laundry	21,009		13,585	
Protective Clothing	4,699		3,286	
Subscriptions, licences and memberships	84,565		117,761	
Computer costs	2,286		1,495	
Miscellaneous	313		2,280	
Training Costs	11,006		9,304	
Accountancy	7,060		6,400	
Defined benefit pension scheme deficit movement	232,000		(544,000)	
	<hr/>		<hr/>	
Carried forward	1,195,022	995,608	676,902	1,222,243

This page does not form part of the statutory financial statements

Liberty Leisure Limited

Detailed Income and Expenditure Account
for the Year Ended 31st March 2025

	31.3.25		31.3.24	
	£	£	£	£
Brought forward	1,195,022	995,608	676,902	1,222,243
Legal, professional & consultancy fees	4,529		999	
Pension scheme admin costs	4,000		4,000	
		<u>1,203,551</u>		<u>681,901</u>
		(207,943)		540,342
Finance costs				
Bank charges		27,143		35,404
		<u>(235,086)</u>		<u>504,938</u>
Other finance income/costs				
Interest income on pension scheme assets		6,000		8,000
		<u>(229,086)</u>		<u>512,938</u>
Depreciation				
Computer software	972		972	
Improvements to property	1,360		1,360	
Plant and machinery	-		8,031	
		<u>2,332</u>		<u>10,363</u>
NET (DEFICIT)/SURPLUS		<u>(231,418)</u>		<u>502,575</u>

This page does not form part of the statutory financial statements

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Report of the Liberty Leisure Limited Business Director

Liberty Leisure Quarter 1 Performance Report

1. Purpose of Report

To update the Advisory Shareholder Sub Committee of the performance of Liberty Leisure Limited in Quarter 1 (Q1) 2025/26.

2. Recommendation

The Advisory Shareholder Sub Committee is asked to NOTE the Liberty Leisure Q1 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 2025/26 year has started well for the business with losses in income covered with reductions in expenditure.

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:

To be presented at the meeting.

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

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

Appendix

LIBERTY LEISURE LTD PERFORMANCE REPORT QUARTER 1: 2025-26SALES AND ATTENDANCES1. FITNESS MEMBERSHIPS

Achieved 2024-25	Target 2025-26	End Q1 2025-26	Comments
3,320	3,488	3,341	Fitness memberships on track for end of year target. Expected increase for Bramcote and Chilwell.
	GYM BLC = 2,628 CO = 370 Exercise Referral = 490	GYM BLC = 2,470 CO = 340 Exercise Referral = 531	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. Continue to 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. Monitor fitness class programme across both sites to ensure high occupancy.

2. SWIM SCHOOL MEMBERSHIPS

Achieved 2024-25	Target 2025-26	End Q1 2025-26	Comments
2,193	2,290	2,151	Swim School memberships are on track for end of year target. Direct marketing swim school memberships to increase uptake

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 cancellation process of Swim School leavers.
3. Review the swim programme to increase occupancy and identify ways to improve retention.
4. Monitor public swimming programme to make use of the more popular sessions and improve attendances.

3. MEMBERSHIP TOTALS

Achieved 2024-25	Target 2025-26	End Q1 2025-26	Comments
5,513	5,778	5,492	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers.
	GYM	GYM	
	BLC = 2,628	BLC = 2,470	Currently 286 memberships down from end of year total
	CO = 370	CO = 340	
	Exercise Referral = 490	Exercise Referral = 531	
	SWIM SCHOOL	SWIM SCHOOL	
	BLC = 2,290	BLC = 2,151	

4. ATTENDANCES

Achieved 2024-25	Target 2025-26	End Q1 2025-26	Target Q1	Comments
800,736	777,500	202,469	194,375	Achieved target for attendance across Swim, fitness and exercise referral
				Estimated GSCC figures due to timing delay

5. FINANCE 2025-26

TOTALS SUMMARY	Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	
Salaries	453,389	464,132	-10,743	1,856,529	1,813,722	-42,807	Increased NI, water and electricity charges
Utilities	58,313	93,250	-34,936	372,998	377,292	4,294	
Opps Expenditure	133,497	109,613	23,884	438,453	436,571	-1,882	
Insurance	0	7,550	-7,550	30,200	30,200	0	
VAT	0	39,413	0	157,652	157,652	0	
Service Charges	0	55,625	0	222,500	222,500	0	
TOTAL EXPENDITURE	645,199	769,583	-29,346	3,078,332	3,037,937	-40,395	
Schools	-17,568	-29,726	12,158	-118,905	-118,905	0	Gym and Swim memberships currently below financial budget
Gym Membership Income	-255,997	-261,267	5,271	-1,045,069	-1,023,986	21,083	
Swim Membership Income	-181,274	-190,588	9,314	-762,352	-725,097	37,255	
Opps Other Income	-193,363	-206,352	14,110	-825,407	-843,449	-18,042	
TOTAL INCOME	-648,201	-687,933	40,853	-2,751,733	-2,711,437	40,296	
Operating Balance	-3,002	81,650	11,507	326,599	326,499	-100	
Management Fee	0	-67,250	0	-269,000	-269,000	0	

							Currently forecasting at budget target
Surplus / Deficit	-3,002	14,400	11,507	57,599	57,499	100	

SUMMARY OF THE FACTORS INFLUENCING INCOME AND EXPENDITURE FOR 2025-26

1. The company completed a range of efficiencies including a staffing restructure in 2024/25, reviewed licenses, banking costs and introduced 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. Increased water charges and electricity costs, whilst currently showing a reduction in gas.
3. Increased National Insurance charges for staffing.
4. Reduction in VAT payable due to less management fee to be received throughout the year.
5. The 2025-26 annual pay award is expected to be around a 3% increase (included in the staffing budget).
6. 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.
7. Significant reduction in cost of insurance for 2025/26.
8. The total allocated management fee for 2025-26 is £269k + VAT, 2024-25 was £369k + VAT. Of this, £123k + VAT was not invoiced for.

9. TRANSFER FROM BALANCES

No money was transferred from balances during 2024-25. Operating gain of £794 in 2024/25.

10. RESERVES

Maximum reserve is set at £500,000 agreed with the council and the Board of Directors. The reserves at the start of 2024/25 were £442,033, and closed on £442,827.

Bank Balance:

End of Q1: £592,626

11. SUMMARY OF ADDITIONAL WORK AND DEVELOPMENTS DURING Q1 2025-26

- a) Continue to operate Exercise Referral at Greasley Sport & Community Centre to allow for continuous service in the north of the borough.
- b) The Company continues to work with the council and a range of partners to deliver the exciting pavilion project at Stapleford Pavilion, with an expected opening date in November.
- c) The Company is contributing towards developing plans for a new leisure centre at the Bramcote Site.

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

26 January 2026	•
16 March 2026	•

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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