



Friday, 6 March 2026

Dear Sir/Madam,

A meeting of the Advisory Shareholder Sub Committee will be held on Monday, 16 March 2026 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,

Zulfiqar Darr
Interim Chief Executive

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

A G E N D A

1. APOLOGIES

To receive apologies for absence.

2. DECLARATIONS OF INTEREST

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

Further information can be found at: [Member Code of Conduct of Broxtowe Borough Council](#)

3. MINUTES

(Pages 3 - 4)

The Committee is asked to confirm as a correct record the minutes of the meeting held on 26 January 2026.

4. Liberty Leisure Q3 Performance Report (Pages 5 - 12)

To update the Advisory Shareholder Sub Committee of the performance of Liberty Leisure Limited in Quarter 3 (Q3) 2025/26.

5. Liberty Leisure Business Plan Performance Report Q3 25/26 (Pages 13 - 20)

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited Business Plan Progress Report for Quarter 3 (Q3) 2025/26.

6. Liberty Leisure Business Plan 26-29 (Pages 21 - 42)

To provide the Advisory Shareholder Sub-Committee with Liberty Leisure Limited's Business Plan for 2026-29.

7. Work Programme (Pages 43 - 44)

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, 26 JANUARY 2026

Present: Councillor Sue Paterson Chair

Councillors: B Bullcock (substitute)
M Brown
B C Carr
W Mee
S Webb
J Couch

An apology for absence was received from Councillor S P Jeremiah.

13. MINUTES

The minutes of the meeting held on 8 September 2025 were confirmed and signed as a correct record.

14. DECLARATIONS OF INTEREST

There were no declarations of interest.

15. LIBERTY LEISURE Q2 PERFORMANCE REPORT

The Sub-Committee noted the Liberty Leisure Quarter 2 Performance Report.

It was reported that the Liberty Leisure had 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.

RESOLVED to NOTE the Liberty Leisure Q2 Performance Report.

16. LIBERTY LEISURE BUSINESS PLAN PERFORMANCE REPORT Q2 25/26

The Sub Committee noted the Liberty Leisure Limited Business Plan Progress Report for Quarter 2 2025/26.

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.

RESOLVED to NOTE the Liberty Leisure Limited Business Plan Progress Report for Quarter 2 (Q2) 2025/26.

17. WORK PROGRAMME

The Sub Committee noted the Work Programme.

RESOLVED that the Work Programme be approved.

Report of the Liberty Leisure Limited Business Director

Liberty Leisure Quarter 3 Performance Report

1. Purpose of Report

To update the Advisory Shareholder Sub Committee of the performance of Liberty Leisure Limited in Quarter 3 (Q3) 2025/26.

2. Recommendation

The Advisory Shareholder Sub-Committee is asked to NOTE the Liberty Leisure Q3 Performance Report.

3. Detail

Liberty Leisure Limited (LLL) produce quarterly performance reports that are submitted to the LLL Board as well as the Council's 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 being covered with reductions in expenditure.

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

4. Financial Implications

The comments from the Interim Deputy Chief Executive and Section 151 Officer were as follows:

The LLL budget position after Q3 shows an improvement of around £39,000 on the original budget for 2025/26 with the forecast outturn revised to an overall deficit of around £16,500. Further details on the financial implications for the company are included in the Appendix.

5. Legal Implications

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

There are no direct legal implications arising from this report.

6. Human Resources Implications

Not Applicable.

7. Union Comments

Not Applicable.

8. Climate Change Implications

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 3: 2025-26

LIBERTY LEISURE LTD UPATE QUARTER 3: 2025-26

SALES AND ATTENDANCES

1. FITNESS MEMBERSHIPS

Achieved 2024-25	Target 2025-26	End Q3 2025-26	Comments
3,320	3,488 GYM BLC = 2,628 CO = 370 Exercise Referral = 490	3,495 GYM BLC = 2,498 CO = 341 Exercise Referral = 545 Stapleford = 92	Fitness memberships on track for end of year target. Expected increase for Bramcote and Chilwell. Close to end of year target at the end of Quarter 3. All sites should increase in quarter 4. 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 Q3 2025-26	Comments
2,193	2,290	2,120	Swim School memberships are slightly down on target, however, have shown an increase over the last few months and still achieving very good numbers. Liaising with marketing to increase awareness and fill swim school memberships. Some good levels of interest and joiners in Jan. Some lessons been cancelled due to low numbers, saving on staff costs

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 Q3 2025-26	Comments
5,513	5,778 GYM BLC = 2,628 CO = 370 Exercise Referral = 490 SWIM SCHOOL BLC = 2,290	5,615 GYM BLC = 2,518 CO = 341 Exercise Referral = 558 SWIM SCHOOL BLC = 2,160	<p>Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers.</p> <p>By end of Q3, only 163 net memberships needed to achieve end of year total</p>

Page 9

4. ATTENDANCES

Achieved 2024-25	Target 2025-26	End Q3 2025-26	Target Q3	Comments
800,736	777,500	607,647	583125	<p>Achieved target for attendance across Swim, fitness and exercise referral.</p> <p>Estimated GSCC and BLC swim school figures due to timing delay.</p> <p>Q1 Total: 202,469 Q2 Total: 200,201 Q3 Total: 204,977</p>

5. FINANCE 2025-26

TOTALS SUMMARY	Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	
Salaries	1,350,571	1,392,397	-41,826	1,856,529	1,792,045	-64,484	Reduction in staffing.
Utilities	157,499	279,749	-122,249	372,998	389,505	16,507	Possible reduction in gas charges, but reviewing meter readings
Opps Expenditure	311,218	328,840	-17,622	438,453	461,107	22,654	
Insurance	28,000	22,650	5,350	30,200	28,000	-2,200	Increase in water and electricity charges
VAT	21,333	118,413	0	157,884	162,555	4,672	
Service Charges	0	166,875	0	222,500	222,500	0	Costs higher at Stapleford than expected
TOTAL EXPENDITURE	1,868,621	2,308,923	-176,347	3,078,564	3,055,713	-22,850	
Schools	-96,848	-89,179	-7,669	-118,905	-119,105	-200	Gym memberships are on track with the addition of Stapleford Pavilion
Gym Membership Income	-782,280	-783,802	1,522	-1,045,069	-1,049,041	-3,972	
Swim Membership Income	-547,800	-571,764	23,964	-762,352	-730,400	31,952	Swim memberships are currently below financial budget
Opps Other Income	-622,094	-619,055	-3,039	-825,407	-869,531	-44,324	Swim public is forecasting well ahead of budget
TOTAL INCOME	-2,049,022	-2,063,800	14,777	-2,751,733	-2,768,078	-16,545	
Operating Balance	-180,401	245,123	-161,569	326,831	287,636	-39,395	Currently forecasting an improvement on original budget
Management Fee	0	-201,750	0	-269,000	-269,000	0	
Surplus / Deficit	-180,401	43,373	-161,569	57,831	18,636	-39,395	

SUMMARY OF 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 was 3.2%, back paid in August.
6. Operating income is broadly derived from three areas. Gym and Swim School Direct Debits are the most significant of these, as well as general sports hire.
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.

TRANSFER FROM BALANCES

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

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

End of Q2: £622,357

End of Q3: £704,661

SUMMARY OF ADDITIONAL WORK AND DEVELOPMENTS DURING Q3 2025-26

- a) The Company continues to operate Exercise Referral at Greasley Sport and Community Centre to allow for continuous service in the north of the Borough.
- b) The Company also continues to work with the Council and a range of partners to have the exciting new project, Stapleford Community Pavilion, open to the community on 28 October 2025.
- c) Some aspects of the Pavilion have been slower to pick up such as padel and 3G pitch bookings, although this is complicated by the Football Foundation requirements for a Football Steering Group.
- d) The Company is contributing towards developing plans for a new replacement leisure centre at the Bramcote site.

This page is intentionally left blank

Report of the Liberty Leisure Business Director

Liberty Leisure Business Plan Progress Report Quarter 3 2025/26

1. Purpose of Report

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited Business Plan Progress Report for Quarter 3 (Q3) 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 Interim Deputy Chief Executive and Section 151 Officer 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 Limited1. 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 2025/28 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 Broxtowe (He3)

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

3. Performance Management

This report provides a summary of the progress made to date on key tasks and priorities for improvement in 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 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

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 2025/26

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q2 Value	2025/26 Q2 Target	Notes
Data Only 	LLData_G05 Management Fee from the Council to Liberty Leisure Limited	Annually	£519k	£271k	£0	£202k	No management fee has been requested to date for 2025/26. The company manage its finances through a monthly cash flow review.
Green 	LLLocal_G02 Total Attendance - Liberty Leisure Limited (All)	Monthly	927,716 (incl. KLC)	800,736	607,647 202,469 (Q1) 200,201 (Q2) 204,977 (Q3)	583,125 193,375 (per quarter)	Achieved target for attendance across Swim, fitness, and exercise referral. Estimated Greasley Sports and Community Centre and Bramcote Leisure Centre swim school figures due to timing delay. Annual Target = 777,500
Green 	LLLocal_G04 Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	£3,907k	£2,753k	£-1,870k -£645k (Q1) -£592k (Q2) -£631k (Q3)	£-2,300k -£770k (per quarter)	Reduction in staffing through rota efficiencies. Possible reduction in gas charges, but reviewing meter readings Council service charges yet to be invoiced for Q1/Q2 Increase in water and electricity charges Annual target = -£3.079m
Amber 	LLLocal_G05 Total Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3,356k	£2,592k	£2,050k £687k (Q1) £642k (Q2) £719k (Q3)	£2,060k £688k (per quarter)	Gym memberships are on track with the addition of Stapleford Pavilion. Swim memberships are currently below financial budget but increasing. Swim public is ahead of budget Annual target = £2.752m
Amber 	LLLocal_G06 DD Total Number of Annual Direct Debits collected	Monthly	83,767	62,234	46,178	49,268	Annual Target = 65,950
Amber 	LLLocal_G12 Total number of members (Fitness and Swim School)	Monthly	6,166	5,513	5,615	5,778	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and annual payers. Currently 163 memberships down from end of year total.

Liberty Leisure Limited – Actions 2025/26

Status	Code and Action	Action Description	Progress	Due Date	Comments
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-2027	This will be reviewed in the 2026/27 financial year. Due date extended in line with revised review date.
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.
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	88%	Mar-2028	Official facility opening took place on 28 October 2025 with all facilities available. Facility being well utilised and set to increase usage in coming months.
In Progress 	LL2225_G01 Support Broxtowe Borough Council in the development of a new leisure facility at the Bramcote site	LLL 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%	Summer 2027	The company has provided facility mix and financial related data to the Council's leisure consultant regarding a new build leisure centre at the Bramcote site. The new centre was granted planning permission on 14th January.

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-2029	Gym membership on track to achieve end of year targets. Continuing with planned marketing activities to encourage new people to join at one of the leisure centre sites 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. Monitoring the fitness class programme across both sites to ensure high occupancy. Due date extended in line with Business Planning 2026/29.
In Progress  Page 19	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-2029	Exercise Referral memberships exceeding targets. 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. Active Lifestyles Team 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. Starting a Parkinson Stronger exercise group in January. Due date extended in line with Business Planning 2026/29.

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)	80%	Mar-2028	Monitoring the swim programme and public swim programme to increase occupancy and identify ways to improve retention and attendance. Continuing to recruit and support volunteers to enable them to become swim teachers to increase the number of available swim teachers to deliver the programme
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.	75%	Dec-2026	The equipment Stapleford Pavilion was procured and installed within Q3 2025/26. The equipment for Bramcote and Chilwell is included in the capital expenditure for 26/27 The new Bramcote Leisure Centre has been pushed back slightly for a slight redesign. The gym equipment procurement for this and Chilwell Olympia will be delayed accordingly. Procurement to take place in 2026/27 and install in 2027/28.
In Progress 	LL2326_G04 Manage the reduction in the allocated management fee being made to the company by Broxtowe Borough Council	Deliver a balanced financial budget for 2025/26	50%	Mar-2026	Budget forecasted to reduce which is allowed for by adding a new replacement Bramcote Leisure Centre and the Hickings Land Community Pavilion, efficiencies and increasing income in other areas.

Report of the Liberty Leisure Business Director

Liberty Leisure Business Plan 2026-2029

1. Purpose of Report

To provide the Advisory Shareholder Sub-Committee with Liberty Leisure Limited's Business Plan for 2026-2029.

2. Recommendation

The Advisory Shareholder Sub Committee is asked to NOTE the Liberty Leisure Business Plan for 2026-2029.

3. Detail

Broxtowe Borough Council pays Liberty Leisure Limited an annual 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 year.

The Business Plan details key 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 Risk, with progress being reported to both the Board of Directors and the Council at scheduled meetings.

The draft Business Plan was approved by the Company's Board of Directors on 22 January 2026 and was noted by the Council's Overview and Scrutiny Committee on 19 January 2026.

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

4. Financial Implications

The comments from the Interim Deputy Chief Executive and Section 151 Officer were as follows:

The financial impact of the business activity detailed in the Liberty Leisure Limited Business Plan for 2026-2029 is included within the plan's financial summary. This shows a forecasted financial breakeven position for the Company in 2026/27.

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 2026-2029Introduction

An extract of the proposed Liberty Leisure Limited Business Plan is provided below includes the relevant critical success indicators (CSI), key performance indicators (KPI) and the key tasks and priorities for improvement (actions) that are required to be approved by this Committee.

In an attempt to streamline the reporting process, the extract does not include the regular information and data relating to:

- published strategy and policy documents supporting the delivery of priorities and objectives
- service level objectives
- contextual baseline service data
- management performance indicators (MPI)
- summary of key risks.

This information will be added to the extract below and included in the full Business Plan that will be published on the Council's website in advance of the financial year.

Background

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

The 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 the Council in the Service Agreement and the original five-year Business Plan.

The priority of the company is to deliver an efficient service for the Council while continuing to make contributions to the Council's Corporate Plan priority of Health. The company deliver a programme of opportunities to have a positive impact on the health of local people, to do this Liberty Leisure Limited is guided by the Service Agreement with the Council and its own operation strategies. These documents align the work of Liberty Leisure limited with other local, regional and national plans to ensure the company's work is of a high quality and contributes to wider objectives.

The Business Plan covers a three-year period but will be revised and updated annually. A suite of milestones and Key Performance Indicators (KPI) will be used to monitor progress against key tasks and targets.

Liberty Leisure Limited's values that contribute to the Council's 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 the Council's Corporate Plan by:

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

Business Plan – Performance Indicators and Key Tasks for Improvement

The critical success indicators (CSI), key performance indicators (KPI) and the key tasks and properties for improvement (actions) are considered below.

Measures of Performance and Service Data (Extract)

Performance Indicators

From 2024/25 there was no Kimberley Gym and Swim (KGS) and then from October 2025 the Stapleford Pavilion opened, both of which create significant variations in the below figures.

The figures below are on the assumption that the new Bramcote Leisure Centre is open from October 2027.

Indicator Description (Code)	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Indicator Owner and Comments (incl. benchmarking)
Total Attendances for Liberty Leisure Limited LLLocal_G02	974,368	927,716	800,736	775,000	960,000	988,800	1,018,464	Business Director Operations Manager Systems and Finance Manager Increase to 960k relates to the first full year operation of Stapleford Community Pavilion

Indicator Description (Code)	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Indicator Owner and Comments (incl. benchmarking)
Total number of members (Fitness and Swim School) LLLocal_G12	7,149	6,166	5,513	5,778 GYM BLC = 2,628 CO = 370 Exercise Referral = 490 SWIM SCHOOL BLC = 2,290	6,225 GYM BLC = 2,700 CO = 395 Exercise Referral = 580 HL = 250 SWIM SCHOOL BLC = 2,300	6,700 GYM BLC = 3,000 CO = 420 Exercise Referral = 630 HL = 300 SWIM SCHOOL BLC = 2,350	7,010 GYM BLC = 3,200 CO = 420 Exercise Referral = 630 HL = 350 SWIM SCHOOL BLC = 2,380	Business Director Operations Manager Systems and Finance Manager Targets are taken from the annual sales forecasting BLC increase dependent on new leisure centre
Percentage of direct debits collected LLLocal_G13	96.8%	96.4%	98.0%	98.4%	98.4%	98.4%	98.4%	Business Director Systems and Finance Manager
Total Income (excluding management fee) LLLocal_G05	£2.955m	£3.356m	£2.592m	£2.752m December Forecast £2.768m	£3.076m	£3.217m	£3.432m	Business Director Operations Manager Systems and Finance Manager Based on new Bramcote Leisure Centre opening in October

Indicator Description (Code)	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Indicator Owner and Comments (incl. benchmarking)
Operating Expenditure (including central charges) LLLocal_G04	£3.466m	£3.907m	£2.753m	£3.078m October Forecast £3.055m	£3.271m	£3.332m	£3.413m	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 LLData_G05	£850k	£519k	£246k	£269k	£195k*	£115k*	£0k*	Business Director *Provisional figure
Subsidy per visit all service areas LLLocal_G07	£0.74	£0.56	£0.31	£0.35	£0.20	£0.12	£0.00	Business Director Calculation is the Management fee received divided by attendances. 2023 onwards excludes Cultural Services
Liberty Leisure Limited – Reserve balance LLLocal_G15	£487k Surplus	£442k Surplus	£443k Surplus	£423k Surplus	£423k Surplus	£423k Surplus	£443k Surplus	Business Director New performance indicator from 2024/25

Key Tasks and Priorities for Improvement 2026/27 – 2028/29 Including Commercial Activities

Page 28

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Investigate the adoption of the Agency Agreement model for the operating of leisure services LL2427_G02	Review possibility of minimising the operators VAT liability	Broxtowe Borough Council	Business Director Assistant Director Finance Completion: 31/03/2027	It may be possible to operate an ‘Agency Agreement’ enabling the operator to not pay VAT on 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. LLL are forecasting to spend £176k in irrecoverable VAT this year. All of this could potentially be saved if the agency model was adopted.
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	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 (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
<p>Continuation of Exercise Referral in the north of the Borough at Greasley Sports and Community Centre and support the Council's targeted support of organisations.</p> <p>LL2629_01 (New)</p>	<p>Continuation of Exercise Referral in the north of the Borough at Greasley Sports and Community Centre</p>	<p>Primary Care Network Broxtowe Borough Council Greasley Sports and Community Centre</p>	<p>Business Director Operations Manager Active Lifestyles Manager</p>	<p>Company will continue to build on the agreement at Greasley Sports and Community Centre to deliver Exercise Referral and some relevant fitness classes.</p> <p>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.</p>
<p>Operation of the new Stapleford Community Pavilion</p> <p>LL2629_02 (New)</p>	<p>Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion from 2025/26</p>	<p>Broxtowe Borough Council Football Foundation Stapleford Town Football Club Steven Gerrard Academy Primary Care Network</p>	<p>Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC)) Operations Manager Start September 2025 End March 2029</p>	<p>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.</p> <p>Financial implications will come into effect from October 2025 to March 2026 with a full operating year being 2026/27.</p> <p>The forecasts for Padel have been produced based on not having lights however if lights can be utilised this will increase available bookings by 21%, the majority of which are in peak slots. A roof would increase the reliability of use and provide a better experience.</p> <p>.... Continued</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Operation of the new Stapleford Community Pavilion LL2629_02 (New) <i>(Continued)</i>	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion 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	...continued Revenue estimates are included in the LLL medium term budget planning but are subject to change due to only being open for a month. A summary of anticipated Expenditure, Income and Balances for operating the Stapleford Community Pavilion are provided.
Operation of the new Stapleford Community Pavilion LL2629_02 (New) (Continued)	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion from 2025/26	Broxtowe Borough Council Football Foundation Stapleford Town Football Club Steven Gerrard Academy Primary Care Network Gladstone – Leisure Management System Purchases required include proposed fitness equipment and tender for the café.	Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC)) Operations Manager Start October 2025 End March 2029	<u>Expenditures</u> 2025/26 = £ 145,847 (forecast) 2026/27 = £ 268,548 2027/28 = £ 280,666 <u>Incomes</u> 2025/26 = £ 95,260 (forecast) 2026/27 = £ 299,242 2027/28 = £ 328,129 <u>Balances</u> 2025/26 = - £ 50,587 (forecast) 2026/27 = £ 30,694 2027/28 = £ 47,463

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	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 Summer 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 summer 2027 so the financial implication will commence from then onwards. This is 6 months later than originally planned. The delay increases risks around the viability of the current building and delays the expected increase in income. The impact of this is updated into the finance forecasts below.

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	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 opening of a gym facility at the Stapleford Community 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 2029</p>	<p>Income from fitness is derived primarily from Direct Debits for different standard membership categories as well as Exercise Referral and Annual Memberships</p> <p>ACTUAL</p> <ul style="list-style-type: none"> 2024/25 = £ 990k <p>TARGET</p> <ul style="list-style-type: none"> 2025/26 = £1,045k (October forecast) 2026/27 = £1,129k 2027/28 = £1,210k (new BLC opens) 2028/29 = £1,339k <p>In line with the opening of the gym at Stapleford Community Pavilion, membership types have been reviewed to maximise income whilst continuing to provide value for money.</p> <p>Current gym equipment at Bramcote Leisure Centre and Chilwell Olympia is 9 years old and assuming replacement in line with the new BLC will be 11 years old, which is beyond the standard operating lifespan and as a result increases the risk of maintenance becoming an issue.</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	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 (PCN) Refer All (Exercise Referral Management Software) Carbon Group	Business Director Operations Manager Fitness and Memberships Manager Active Lifestyles Coaches Start: April 2026 End: March 2029	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 the Active Lifestyles Manager left the company and management of the scheme moved to the Fitness and Memberships Manager. 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 = £113.5k (forecast) • 2026/27 = £130.5k • 2027/28 = £144.9k • 2028/29 = £159.4k All referral members and incomes are included in the Grow Fitness Memberships Business Action

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Grow Swimming Incomes LL2528_G01	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	Nottinghamshire County Council Gladstone Leisure Management System Carbon Group	Business Director Operations Manager Duty Manager (Swimming) Start: April 2026 End: March 2029	<p>PUBLIC SWIMMING</p> <p>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"> • 2024/25 = £250k <p>TARGET</p> <ul style="list-style-type: none"> • 2025/26 = £242.6k (forecast) • 2026/27 = £253.6k • 2027/28 = £268.8k (new BLC opens) • 2028/29 = £284.9k <p>Opportunities to increase income from public swimming are limited by increases in swim lessons reducing pool availability.</p> <p style="text-align: right;">Continued...</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Grow Swimming Incomes LL2528_G01 (Continued)	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	Nottinghamshire 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.</p> <p>Review the terms and conditions and how to reduce income lost from cancellation of lessons.</p> <p>Renewed focus on supporting staff and volunteers to gain swim teaching qualifications.</p> <p>ACTUAL</p> <ul style="list-style-type: none"> • 2024/25 = £728.6k <p>TARGET</p> <ul style="list-style-type: none"> • 2025/26 = £730.4k (forecast) • 2026/27 = £759.6k • 2027/28 = £783.2k (new BLC opens) • 2028/29 = £806.6k
Implement price changes LL2427_G08	Increase the overall operational income to mitigate against expenditure increases and a reduction in the management fee received from the Council	Requires approval from the Liberty Leisure Ltd Board of Directors	Business Director Operations Manager Systems and Finance Manager	<p>To raise an additional £75k in operating income between 1 April 2026 and 31 March 2027</p> <p>The additional £75k from this business action is included within the total income detailed in the finance section of this business plan</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	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 To assess the success of this we will introduce a new measure for: 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. Additional incomes detailed in the finance section of this report will be supported by implementing these changes

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Replace the gym equipment estate across the Liberty Leisure operated facilities LL2427_G10	Capital investment to provide the equipment for the new Bramcote Leisure Centre and Chilwell Olympia in 2027/28. Support the continued growth of the fitness membership to support the delivery of annual financial targets.	Procurement will take place in 2026/27	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 2027	2026/27 – Total £650k £470k for Bramcote Leisure Centre £180k for Chilwell Olympia 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 (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	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 = £246k (budget was £369k) FORECAST <ul style="list-style-type: none"> 2025/26 = £269k 2026/27 = £195.1k* 2027/28 = £114.9k* (New BLC opens) 2028/29 = £0k* * Provisional amount, not agreed with Council The financial details of the LLL revenue budget are detailed within the Finance section of this business case

Financial Budgets

Expenditure

Area	2025/26 Original Budget (£)	2025/26 Revised Budget (£)	2026/27 Proposed Budget (£)	2027/28 Proposed Budget (£)	2028/29 Proposed Budget (£)	Comments
Staffing costs	1,856,531	1,792,046	1,913,217	1,933,401	1,972,985	Increases due to cost of living and full open at Stapleford Community Pavilion
Utilities, Business Rates and Rental	372,998	389,505	432,383	454,695	468,477	Forecast increases due to anticipated price rises, then reduces with new site efficiencies
Operating costs	438,449	461,105	498,231	504,381	521,700	Increase due to profit share with Greasley / NBA and the new Stapleford Community Pavilion
VAT	157,421	162,555	176,300	182,440	186,842	Calculated based on operational spend and expected recovery
Council Service Charges	222,500	222,500	226,950	231,489	236,119	Small increases each year
Insurance	30,200	28,000	24,500	25,688	26,934	Calculated based on reduction in 2024/25 continuing into future years
EXPENDITURE	3,078,100	3,055,712	3,271,580	3,332,094	3,413,058	

Income

Area	2025/26 Original Budget (£)	2025/26 Revised Budget (£)	2026/27 Proposed Budget (£)	2027/28 Proposed Budget (£)	2028/29 Proposed Budget (£)	Comments
School Swim and Chilwell JU	-118,905	-119,105	-121,869	-123,307	-124,773	Additional incomes from NCC school swim programme
Operating income	-2,632,828	-2,648,976	-2,954,627	-3,093,823	-3,307,455	Reflects successful start at Stapleford Community Pavilion and is dependent of new BLC opening as planned and new gym equipment at BLC/CO at the same time.
INCOME	-2,751,733	-2,768,081	-3,076,496	-3,217,130	-3,432,228	

Summary

Area	2025/26 Original Budget (£)	2025/26 Revised Budget (£)	2026/27 Proposed Budget (£)	2027/28 Proposed Budget (£)	2028/29 Proposed Budget (£)	Comments
Operational Expenditure	3,078,100	3,055,712	3,271,580	3,332,094	3,413,058	
Operational Income	-2,751,733	-2,768,081	-3,076,496	-3,217,130	-3,432,228	
Operating Balance	326,831	299,911	195,635	114,809	(7,561)	
Management Fee	(269,000)	(269,000)	(195,635) *	(114,809) *	(0) *	£73k reduction in 2026/27 down to £0 for 2028/29 assuming the new BLC opens in 2027/28 * Provisional amount, not yet agreed with Council
Deficit / Surplus	57,367	18,631	0	0	-19,171	
Reserves	-384,996	-423,732	-423,732	-423,732	-442,902	

This page is intentionally left blank

Report of the Interim 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

15 June 2026	TBC
7 September 2026	TBC

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