Broxtowe Borough COUNCIL

Thursday, 27 August 2026

Dear Sir/Madam

A meeting of the Advisory Shareholder Sub Committee will be held on Monday, 7 September 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
Chief Executive

To Councillors:	K Woodhead (Chair)	J Couch
	S Camplin (Vice-Chair)	W Mee
	M Brown	S Webb
	B C Carr	

AGENDA

1. Apologies

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

2. Minutes (Pages 3 - 4)

The Committee is asked to confirm as a correct record the minutes of the meeting held on Monday, 15 June 2026.

3. 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

4. LLL Performance Report Q1 (Pages 5 - 12)

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited Performance Report for Quarter 1 (Q1) 2026-27.

5. LLL Business Plan Progress Report (Pages 13 - 20)

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited Business Plan Progress Report for Quarter 1 (Q1) 2026-27.

6. Work Programme (Pages 21 - 22)

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, 15 JUNE 2026

Present:	Councillor K Woodhead, Chair
Councillors:	S Camplin (Vice-Chair) M Brown B C Carr J Couch W Mee S Webb

24 DECLARATIONS OF INTEREST

There were no declarations of interest.

25 MINUTES

The minutes of the meeting held on 16 March 2026 were confirmed and signed as a correct record.

26 LIBERTY LEISURE BUSINESS PLAN PERFORMANCE REPORT Q4 25/26

Members noted the Liberty Leisure Limited business plan progress report for Quarter 4 2025/26. The Business Plan was reviewed annually and approved by the liberty Leisure Limited Board. The Business Plans were linked to the Council's Corporate priority of Health and detailed the projects and activities undertaken in support of the Corporate Plan.

27 LIBERTY LEISURE END OF YEAR ACCOUNTS 2025/26

Members noted the Liberty Leisure Limited accounts for the financial year 2025/26. The annual operating budget for Liberty leisure Limited was derived from the Company's annually updated Business Plan. The Council oversees the day-to-day transactions and bookkeeping of the Company.

28 LIBERTY LEISURE Q4 PERFORMANCE REPORT

The Committee noted the Liberty Leisure Limited Business Plan Progress Report for Quarter 4 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 2025/26 year was a successful one for Liberty Leisure Limited, with income higher and expenditure lower than budget. The LLL budget position after

Q4 showed an improvement of £91,691k on the original budget for 2025/26 with the forecast outturn revised to an overall surplus of £33,860.

29 WORK PROGRAMME

The Committee considered the Work Programme.

RESOLVED that the Work Programme be approved.

Advisory Shareholder Sub Committee 7 September 2026

Report of the Liberty Leisure Business Director

LLL Performance Report Q1 2026-27

1. Purpose of Report

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited Performance Report for Quarter 1 (Q1) 2026-27.

2. **Recommendation**

The Advisory Shareholder Sub Committee is asked to NOTE the latest 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 2026/27 year was a successful one for LLL, with income being higher and expenditure lower than the anticipated budgets.

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

4. Financial Implications

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

The 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

LIBERTY LEISURE LTD UPDATE QUARTER 1: 2026-27

SALES AND ATTENDANCES

1. FITNESS MEMBERSHIPS

Achieved 2025-26	Target 2026-27	End Q1 2026-27	Comments
3,582 GYM BLC = 2,564 CO = 328 SCP = 112 Ex Referral = 578	3846 GYM BLC = 2,700 CO = 395 SCP = 250 Ex. Referral = 580	3593 GYM BLC = 2541 CO = 330 SCP = 121 Ex. Referral = 601	Fitness memberships on track for end of year target. Expected increase for Bramcote and Chilwell. Get active – 548 Exercise Referral, 47 Wise Moves and 6 Stronger with Parkinsons Small increase but not a busy time of year and July started well

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 and partnership work
4. New marketing campaign specifically targeting those that don't feel they fit in a gym, supporting them to get started
5. Continue to deliver member workshops to improve member retention by adding value to the membership
6. Monitor fitness class programme across both sites to ensure high occupancy

2. SWIM SCHOOL MEMBERSHIPS

Achieved 2025-26	Target 2026-27	End Q1 2026-27	Comments
2,113	2,300	2,091	Target set in October 25 and appears to be too high Recent success in marketing campaign around trial sessions, created a good amount of interest and memberships growing in July.

ACTIONS TO GROW MEMBERSHIPS

1. Continue to promote free trial sessions to get new swimmer prospects
2. 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
3. Review the cancellation process of Swim School leavers
4. Review the swim programme to increase occupancy and identify ways to improve retention
5. Monitor public swimming programme to make use of the more popular sessions and improve attendances

3. MEMBERSHIP TOTALS

Achieved 2025-26	Target 2026-27	End Q1 2026-27	Comments
5,695 GYM BLC = 2,564 CO = 328 SCP = 112 Get Active = 578 SWIM SCHOOL BLC = 2,113	6,278 GYM BLC = 2,700 CO = 395 SCP = 250 Get Active = 633 SWIM SCHOOL BLC = 2,300	5,684 GYM BLC = 2541 CO = 330 SCP = 121 Get Active = 601 SWIM SCHOOL BLC = 2,091	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers. Get active – 548 Exercise Referral, 47 Wise Moves and 6 Stronger with Parkinsons

4. ATTENDANCES

Achieved 2025-26	Target 2026-27	End Q1 2026-27	Target Q1	**Comments**
817,573	960,000	249,005	240,000	Achieved target for attendance across Swim, fitness and exercise referral Slightly down on target at BLC and CO but Stapleford is significantly up and increasing well

5. FINANCE 2026-27

TOTALS SUMMARY	Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	
Salaries	455,397	478,304	-22,907	1,913,217	1,869,043	-44,174	Salaries well managed and savings from careful rota management and not backfilling maternity leave Possibility of significant savings on gas at BLC
Utilities	-69,038	108,096	-177,134	432,383	441,329	8,946	
Opps Expenditure	194,314	124,558	69,477	498,230	515,192	16,962	
Insurance	0	6,125	-6,125	24,500	24,500	0	
VAT	0	44,075	0	176,299	176,299	0	
Service Charges	0	56,738	0	226,950	226,950	0	
TOTAL EXPENDITURE	**580,672**	**817,895**	**-136,689**	**3,271,579**	**3,253,313**	**-18,266**	
Schools	-13,581	-30,467	16,887	-121,869	-121,869	0	Income performing well, slightly down on gym memberships but tracking well in July
Gym Membership Income	-279,368	-282,261	2,893	-1,129,042	-1,123,561	5,481	
Swim Membership Income	-190,058	-189,904	-154	-759,616	-760,231	-615	
Opps Other Income	-269,425	-266,492	-3,752	-1,065,967	-1,077,753	-11,786	
TOTAL INCOME	**-752,431**	**-769,124**	**15,873**	**-3,076,495**	**-3,083,414**	**-6,919**	
Operating Balance	-171,758	48,771	-120,816	195,084	169,899	-25,185	Currently forecasting £25k ahead of budget
Management Fee	0	-48,771	0	-195,085	-195,085	0	
Surplus / Deficit	**-171,758**	**0**	**-120,816**	**-1**	**-25,186**	**-25,185**	

6. SUMMARY OF THE FACTORS INFLUENCING INCOME AND EXPENDITURE FOR 2026-27

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 gas costs are currently being monitored due to previous credits, possible large cost saving.
3. To combat the increasing costs, for the last 4 years prices have been increased in April and there has been minor impact in reduced memberships or attendance.
4. The 2026-7 annual pay award budgeted for 3%.
5. 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.
6. The total allocated management fee for 2026-27 is £195k+VAT. In 2025-26 LLL only required £135k+VAT of the allocated £269k+VAT and in 2024-25 £246k+VAT was required of the allocated £369k+VAT.

7. TRANSFER FROM BALANCES

No money was transferred from balances during 2025-26 and there was an operating gain of £2,302.

8. RESERVES

Maximum reserve is set at £500,000 agreed with the council and the Board of Directors. The reserves at the start of 2025/26 were £442,827 and closed on £445,129.

Bank Balance: End of Q1: £763,062

9. 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.

Advisory Shareholder Sub Committee 7 September 2026

Report of the Liberty Leisure Business Director

LLL Business Plan Progress Report Q1 2026-27

1. Purpose of Report

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited Business Plan Progress Report for Quarter 1 (Q1) 2026-27.

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 Head of Finance Services were as follows:

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

5. Legal Implications

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

There are no direct legal implications arising from this report.

6. Human Resources Implications

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 1a

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 2026/29 was approved by the Liberty Leisure Limited Board in January 2026. The Liberty Leisure Limited Business Plan 2026/29 was noted at Full Council on 4 March 2026.

The Liberty Leisure Limited Business Plan links to the Council's corporate priority of Health that was approved by Council on 4 March 2026. 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 2026/27 (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 used 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 2025/26.

Liberty Leisure Limited- Performance Indicators 2026/27

Status	Code / Indicator	Frequency	2024/25 Achieved	2025/26 Achieved	2026/27 Q1 Value	2026/27 Q1 Target	Notes
Data Only	**LLData_G05** Management Fee from the Council to Liberty Leisure Limited	Annually	£271k	£135k	-	£48.9K	No management fee has been requested to date for 2026/27. The company manage its finances through a monthly cash flow review.
Green	**LLLocal_G02** Total Attendance - Liberty Leisure Limited (All)	Monthly	800,736	817,572	249,005	960,000 *240,000 (Q1)*	Achieved target for attendance across all areas. Slightly down on target at Bramcote Leisure Centre and Chilwell Olympia but Stapleford Community Pavilion is significantly up and increasing well.
Green	**LLLocal_G04** Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	-£2,753k	-£2,923k	-£581k	-£3,272k *-£818k (per quarter)*	Reduction in staffing through rota efficiencies and staff on maternity leave. Increase expenditure for NBA club courts but more than matched by income. Annual forecast = -£3,253k
Green	**LLLocal_G05** Total Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£2,582k	£2,810k	£752k	£3,076k *£769k (per quarter)*	Gym memberships and swim lessons are on track with the addition of Stapleford Community Pavilion. Annual target = £3,076k
Red	**LLLocal_G12** Total number of members (Fitness and Swim School)	Monthly	5,513	5,513	5,684	6,278	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and annual payers and based on where Liberty Leisure Limited would like to be in March 2027. Currently 594 memberships down from end of year total. Expectation to increase but some targets are set too high, particularly swim lessons (income is on target).

Liberty Leisure Limited – Actions 2026/27

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	**50%**	Mar-2027	Reviewing Service Level Agreements to ensure up to date for and to consider implications of Local Government Reorganisation. **Progress reported at 71% at 2025/26 the lower value for Q1 2026/27 is due to further milestones being added to this action.**
In Progress	**LL26929_G02 O**peration of the new Stapleford Community Pavilion	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion from 2025/26	**20%**	Mar-2028	Official facility opening took place on 28 October 2025 with all facilities available. Facility being well utilised and usage has increased in recent months. Padel court canopy currently in tender with a view to getting planning for lights as well to increase year-round usage.
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 2028	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 14 January 2026. Finance has now been agreed with cabinet and looking forward to the building being started soon. **Due Date revised in line with anticipated completion date.**

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 Stapleford Community Pavilion	**30%**	Mar-2029	Gym membership on track to achieve end of year finance targets. 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. Currently running a campaign to assist prospective members who are not confident in the gym to get started as this is a gap, we feel public leisure should fill. **Progress reported at 93% at 2025/26 the lower value for Q1 2026/27 is due to further milestones being added to this action.**
In 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	**22%**	Mar-2029	Exercise Referral memberships achieving 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. Stronger with Parkinson Stronger exercise group in January. Reviewing how to expand this offering. **Progress reported at 75% at 2025/26 the lower value for Q1 2026/27 is due to further milestones being added to this action.**

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress	LL2528_G01 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)	**25%**	Mar-2029	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. Recent success in offering free trials to prospective members has produced good levels of interest. **Progress reported at 90% at 2025/26 the lower value for Q1 2026/27 is due to further milestones being added to this action.**
In Progress	LL2427_G10a Replace the gym equipment estate across the Liberty Leisure operated facilities	Capital investment to provide the gym at the Stapleford Community 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.	**40%**	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 2026/27 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. LL2427_G10a **Progress reported at 100% at 2025/26 the lower value for Q1 2026/27 is for the replacement of gym equipment across the Liberty Leisure Limited estate.**
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-2027	Budget forecasted to reduce which is allowed for by adding a new replacement Bramcote Leisure Centre and the Stapleford Community Pavilion, efficiencies and increasing income in other areas.

Advisory Shareholder Sub-Committee 7 September 2026

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

25 January 2027	• Liberty Leisure Performance Report Q2 • Liberty Leisure Business Plan Progress Report
15 March 2027	• Liberty Leisure Performance Report Q3 • Liberty Leisure Business Plan Progress Report • Liberty Leisure Business Plan 2027/28

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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