



Friday, 16 January 2026

Dear Sir/Madam

A meeting of the Advisory Shareholder Sub Committee will be held on Monday, 26 January 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)	J Couch
	M Brown	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 Monday, 8 September 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 Q2 Performance Report (Pages 13 - 20)

To update the Advisory Shareholder Sub Committee of the performance of Liberty Leisure Limited in Quarter 2 (Q2) 2025/26.

5. Liberty Leisure Business Plan Performance Report Q2 25/26 (Pages 21 - 28)

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited Business Plan Progress Report for Quarter 2 (Q2) 2025/26.

6. Work Programme (Pages 29 - 30)

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

Agenda Item 2

ADVISORY SHAREHOLDER SUB COMMITTEE

MONDAY, 8 SEPTEMBER 2025

Present: Councillor S Paterson, Chair

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

There were no apologies for absence received.

7 MINUTES

The minutes of the meeting of 16 June 2025 were confirmed and signed as a correct record.

8 DECLARATIONS OF INTEREST

There were no declarations of interest.

9 LIBERTY LEISURE END OF YEAR ACCOUNTS 2023/24

The Liberty Leisure Business Director updated Members on the company's end of year performance. Reference was made to the management fee received from Broxtowe Borough Council. The Business Director was pleased to report that significant savings had been achieved due to the company's strong financial performance. Members were also updated on operating expenditures and company reserves.

The Committee welcomed the significant cost savings and strong performance in key areas including gym memberships and swimming lessons.

The Committee **RESOLVED** to note the report.

10 LIBERTY LEISURE BUSINESS PLAN PERFORMANCE REPORT Q1 25/26

The Liberty Leisure Business Director provided an update on the company's progress for Quarter 1 2025/26. It was noted that no management fees had been drawn to date, although these were expected to be called upon in coming months. It was further advised that the company was exceeding its attendance targets. The Director was also pleased to report a reduction in operating expenditure.

The Committee **RESOLVED** to note the report.

11 LIBERTY LEISURE Q1 PERFORMANCE REPORT

The Liberty Leisure Business Director updated Members on the company's performance in Quarter 1 (Q1) 2025/26. It was noted that there had been positive progress in fitness memberships and attendances. However, a decline in swim school memberships was observed in comparison to previous years. Members were assured that measures are being implemented to improve uptake. Despite the current shortfall, it was confirmed that the company remains on track to meet its end of year swimming targets.

The Committee welcomed the actions to grow memberships especially pertaining to planned marketing activities.

The Committee **RESOLVED** to note the report.

12 WORK PROGRAMME

Officers requested that the following items be included on the Committee's Work Programme:

Liberty Leisure Quarter 3 Performance and Finance Report – January 2026
Liberty Leisure Business Plan 2026/2027 – March 2026

The Interim Democratic Services Officer agreed to capture these changes.

The Committee also proposed that the Advisory Shareholder Sub Committee be merged with the Governance, Audit and Standards Committee, in line with the recommendations from the Constitutional Review Committee.

The Interim Chief Executive welcomed the proposal but advised that such changes would require approval by Full Council. The Interim Chief Executive confirmed he would seek clarification from the Monitoring Officer on the appropriate process.

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 publicly 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.
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Dispensation and Sensitive Interests

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

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

BIAS and PREDETERMINATION

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

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

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

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

BIAS

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

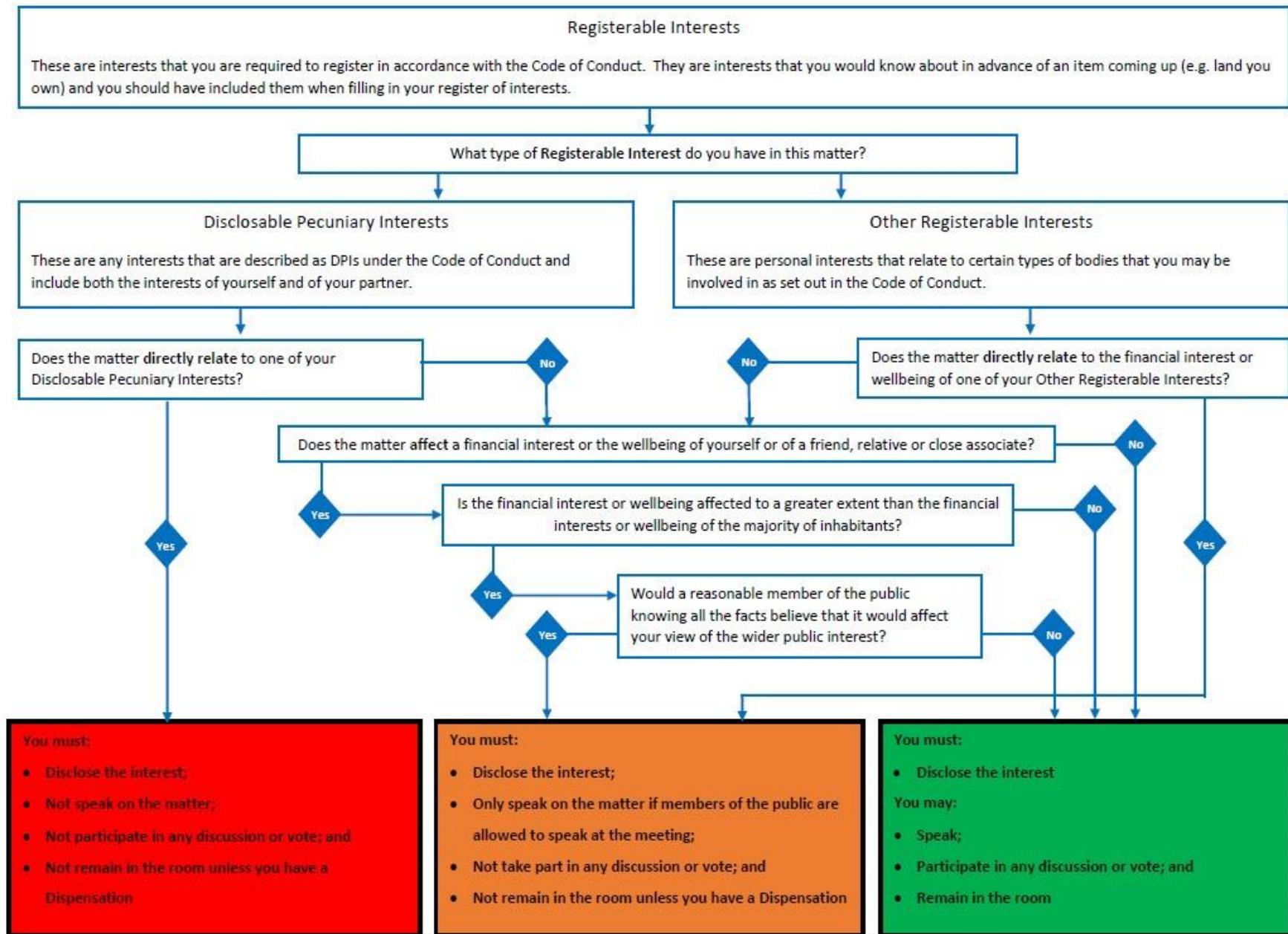
- a) you should not take part in the decision-making process
- b) you should state that your position in this matter prohibits you from taking part
- c) you should leave the room.

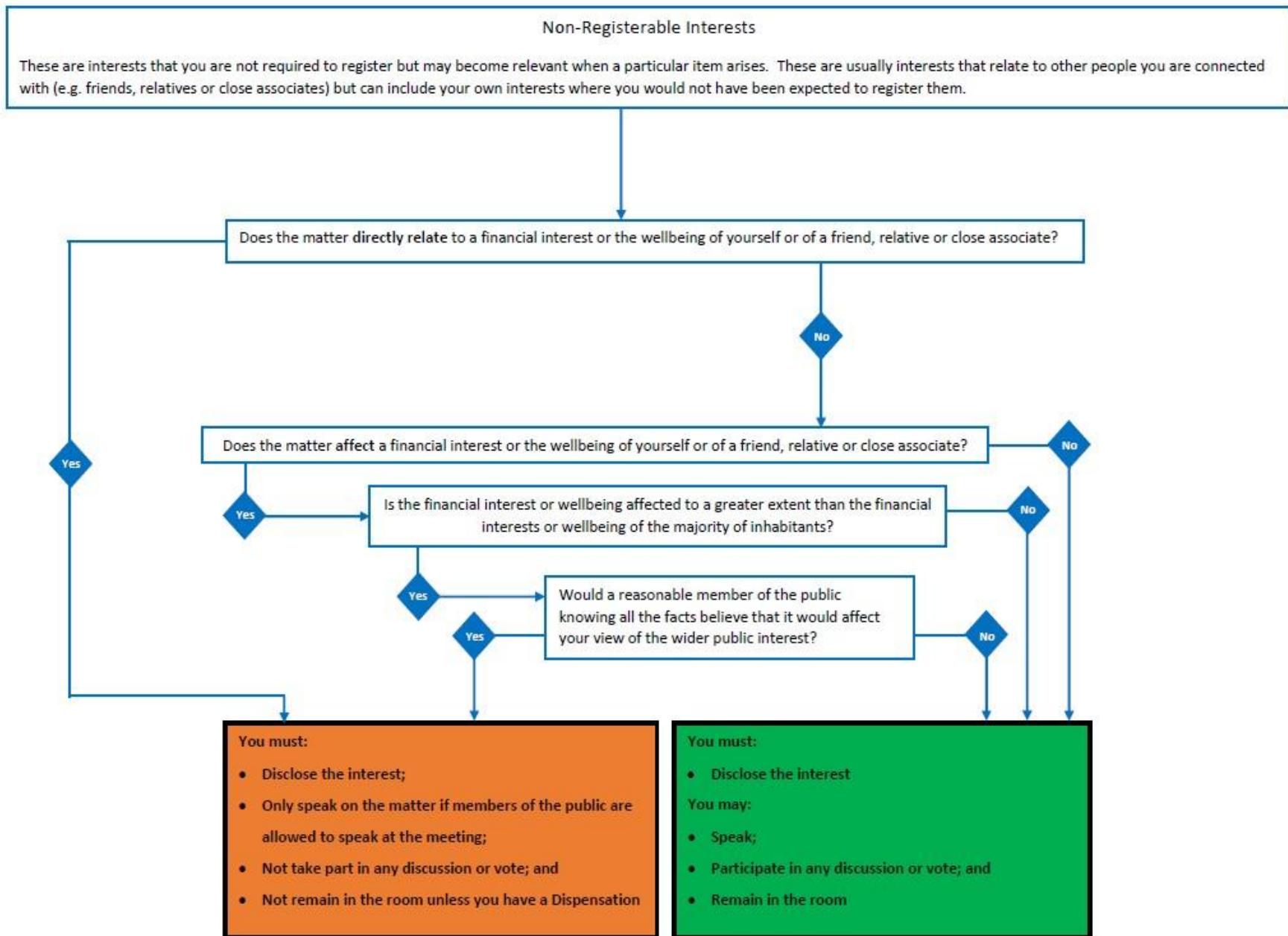
PREDETERMINATION

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

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

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Report of the Liberty Leisure Limited Business Director

Liberty Leisure Quarter 2 Performance Report

1. Purpose of Report

To update the Advisory Shareholder Sub Committee of the performance of Liberty Leisure Limited in Quarter 2 (Q2) 2025/26.

2. Recommendation

The Advisory Shareholder Sub-Committee is asked to NOTE the Liberty Leisure Q2 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 Interim Deputy Chief Executive and Section 151 Officer were as follows:

The LLL budget position after Q2 shows an improvement of £40,400 on the original budget for 2025/26 with the forecast outturn revised to an overall deficit of £17,400. 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

Appendix

Liberty Leisure Limited Performance Report Quarter 2: 2025-26LIBERTY LEISURE LTD UPATE QUARTER 2: 2025-26SALES AND ATTENDANCES1. FITNESS MEMBERSHIPS

Achieved 2024-25	Target 2025-26	End Q2 2025-26	Comments
3,320	3,488 GYM BLC = 2,628 CO = 370 Exercise Referral = 490	3,417 GYM BLC = 2,518 CO = 341 Exercise Referral = 558	Fitness memberships on track for end of year target. Expected increase for Bramcote and Chilwell. Stapleford to increase membership totals in Quarter 3. 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 Q2 2025-26	Comments
2,193	2,290	2,160	<p>Swim School memberships are slightly down on target, however, have shown an increase over the last few months.</p> <p>Liaising with marketing to increase awareness and fill swim school memberships.</p>

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 Q2 2025-26	Comments
5,513	5,778 GYM BLC = 2,628 CO = 370 Exercise Referral = 490 SWIM SCHOOL BLC = 2,290	5,574 GYM BLC = 2,518 CO = 341 Exercise Referral = 558 SWIM SCHOOL BLC = 2,160	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers. Currently 204 memberships down from end of year total.

4. ATTENDANCES

Achieved 2024-25	Target 2025-26	End Q2 2025-26	Target Q2	Comments
800,736	777,500	402,670	388,750	Achieved target for attendance across Swim, fitness and exercise referral. Estimated GSCC and BLC swim school figures due to timing delay. Q1 Total: 202,469 Q2 Total: 200,201

5. FINANCE 2025-26

TOTALS SUMMARY	Actual Spend	Pro Rata Budget	Pro Rata Variance	Original Budget	Forecast Budget	Full Budget Variance	
Salaries	904,913	928,265	-23,351	1,856,529	1,819,299	-37,230	Reduction in staffing.
Utilities	93,995	186,499	-92,504	372,998	390,817	17,819	
Opps Expenditure	219,982	219,227	755	438,453	435,232	-3,221	
Insurance	0	15,100	-15,100	30,200	29,500	-700	
VAT	21,333	78,942	0	157,884	158,788	904	
Service Charges	0	111,250	0	222,500	222,500	0	Increase in water and electricity charges
TOTAL EXPENDITURE	1,240,223	1,539,282	-130,200	3,078,564	3,056,136	-22,428	
Schools	-73,424	-59,453	-13,972	-118,905	-119,105	-200	
Gym Membership Income	-519,553	-522,535	2,982	-1,045,069	-1,051,106	-6,037	Gym memberships are on track with the addition of Stapleford Pavilion
Swim Membership Income	-365,529	-381,176	15,647	-762,352	-731,059	31,293	
Opps Other Income	-371,581	-412,704	39,193	-825,407	-868,449	-43,242	Swim memberships are currently below financial budget
TOTAL INCOME	-1,330,087	-1,375,867	43,850	-2,751,733	-2,769,719	-18,186	
Operating Balance	-89,864	163,415	-86,350	326,831	286,417	-40,614	
Management Fee	0	-134,500	0	-269,000	-269,000	0	Currently forecasting an improvement on original budget
Surplus / Deficit	-89,864	28,915	-86,350	57,831	17,417	-40,414	

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 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.

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

End of Q2: £622,357

11. SUMMARY OF ADDITIONAL WORK AND DEVELOPMENTS DURING Q2 2025-26

- a) The Company continues to operate Exercise Referral at Greasley Sport & 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 the 28 October 2025.
- c) The Company is contributing towards developing plans for a new leisure centre at the Bramcote Site.

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Report of the Liberty Leisure Business Director

Liberty Leisure Business Plan Progress Report Quarter 2 2025/26

1. Purpose of Report

For the Advisory Shareholder Sub Committee to note the Liberty Leisure Limited Business Plan Progress Report for Quarter 2 (Q2) 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 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 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	-	-	No management fee has been requested to date for 2025/26. The company manage its finances through a monthly cash flow review. The management fee is requested when the company's balance is forecast to fall below £400k.
Green 	LLLocal_G02 Total Attendance - Liberty Leisure Limited (All)	Monthly	927,716 (incl. KLC)	800,736	402,670 202,469 (Q1) 200,201 (Q2)	387,500 193,750 per quarter	Achieved target for attendance across Swim, fitness and exercise referral. Estimated GSCC and BLC 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	-£1,240k -£645k (Q1) -£595k (Q2)	-£1,539k -£770k (Q1) -£769k (Q2)	Reduction in staffing. Possible reduction in gas charges, but reviewing meter readings Increase in water and electricity charges Annual target -£3,079k
Amber 	LLLocal_G05 Total Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3,356k	£2,592k	£1,330k £648k (Q1) £682k (Q2)	£1,376k £688k (Q1) £688k (Q2)	Gym memberships are on track with the addition of Stapleford Pavilion Swim memberships are currently below financial budget but increasing Swim public is forecasting well ahead of budget Annual target £2,752K

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q2 Value	2025/26 Q2 Target	Notes
Amber 	LLLocal_G06 DD Total Number of Annual Direct Debits collected	Monthly	83,767	62,234	30,653	32,845	Direct marketing swim school memberships to increase uptake. Annual target 65,690
Amber 	LLLocal_G12 Total number of members (Fitness and Swim School)	Monthly	6,166	5,513	5,574	5,778	Figures are the combined totals for Fitness and Swim School Memberships and include Direct Debit and Annual payers. Currently 204 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-2026	Further discussions required with Assistant Director Finance Services 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.
 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	Procurement of gym equipment and appointment of staff completed in Q2. Soft open from start of September, particularly for football. Padel courts to be completed in October. Facility opening day is planned for 28 th October. Further detailed planning and implementation taking place in the build up to opening of the gym.

Status	Code and Action	Action Description	Progress	Due Date	Comments
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%	Mar-2027	<p>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.</p> <p>The new centre has been approved to be revised to include a deeper deep-end and main pool viewing area. This is going to Planning in Q3.</p>
In Progress 	LL2326_G01a Grow fitness memberships	<p>To grow all areas of fitness income to support the objective of improving operational efficiencies.</p> <p>Specifically, at Bramcote Leisure Centre to ensure that the fitness membership at the site is sufficient to support the financial requirements of a potential future new facility and the potential opening of a gym facility at the Hickings Lane Pavilion</p>	93%	Mar-2026	<p>Continuing with planned marketing activities to encourage new people to join at one of the leisure centre sites.</p> <p>Reviewed and improved the customer journey to increase the number of members accessing health improvement programmes as well as improving the take up for corporate health checks and workshops.</p> <p>Monitoring the fitness class programme across both sites to ensure high occupancy.</p> <p>Supported on a Parkinsons funding bid by sending questionnaires out to specific health needs.</p>
In Progress 	LL2427_G06 Expand Exercise Referral opportunities	<p>Increase the number of people on the exercise referral programme.</p> <p>Specifically targeting young people to encourage exercise adoption from an earlier age</p>	75%	Mar-2026	<p>Exercise Referral memberships exceeding targets.</p> <p>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.</p> <p>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.</p>

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	<p>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.</p> <p>Currently reviewing the cancellation process of Swim School leavers.</p> <p>Monitoring the swim programme and public swim programme to increase occupancy and identify ways to improve retention and attendance.</p>
In Progress  Page 28	LL2427_G10a Implementation of new gym equipment at Hickings's Lane and across the estate	<p>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.</p> <p>Support the continued growth of the fitness membership to support the delivery of annual financial targets.</p>	75%	Dec-2026	<p>The equipment Stapleford Pavilion was procured and installed within Q2.</p> <p>Delays to pre-sales and the gym opening due to ICT concerns have now been overcome and the gym is set to open in November.</p> <p>The new Bramcote Leisure Centre has been pushed back slightly for a slight redesign. The gym equipment procurement for this and Chilwell will be delayed accordingly. Procurement to take place in 2026/27 and install in 27/28.</p>
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 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

16 March 2026	• Liberty Leisure Business Plan 2026/2027
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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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