

## Leisure and Health Business Plan 2025–2028

### Introduction

An extract of the proposed Health 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); and
- 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 Business Plan details the projects and activity undertaken in support of the Corporate Plan priority of **Leisure and Health**.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in the Corporate Plan are realistic and achievable.

The Business Plan covers a three-year period but will be revised and updated annually. Detailed monitoring of progress against key tasks and outcome measures is undertaken regularly by General Management Team and reported to Cabinet on a quarterly basis. In addition, Cabinet and the Overview and Scrutiny Committee will also occasionally receive high level reports on progress against Corporate Plan priorities as required and as part of action planning, target setting and outturn reporting.

### Business Plan – Performance Indicators and Key Tasks for Improvement

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

**MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)**

**CRITICAL SUCCESS INDICATORS (CSI)**

Priority leaders work corporately to **define** the **outcome objective** for each priority area and have **identified outcome indicator(s)** which will be **Critical Success Indicators**. There will be a maximum of two CSI for each corporate priority.

**Promote healthy and active life styles in every area of Broxtowe (He1)**

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner/Comments (incl. benchmarking)
Inactive Adults in Broxtowe Borough % (LLLocal_G09)	24.7 (Nov-2021)	22.6 (Nov-2022)	23.7 (Nov-2023)	20%	20%	20%	Data from the annual Sport England 'Active Lives Survey'
Air Quality – Number of NO <sub>2</sub> diffusion tube samples with annual mean reading at or below 40 micrograms m <sup>-3</sup> (ComS_090)	40 (100%)	51 (100%)	51 (100%)	40 (100%)	45 (100%)	45 (100%)	Head of Environmental Health, Licensing, and Private Sector Housing Annual figure.

**Come up with plans to renew our leisure facilities in Broxtowe Borough (He2)**

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner/Comments (incl. benchmarking)
See Key Tasks	-	-	-	-	-	-	This is a key task

Support people to live well with dementia and support those who are lonely or who have mental health problems (He3)

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner/Comments (incl. benchmarking)
Dementia friends trained <b>(ComS_091)</b>	10	63	33 (including online)	45 (including online)	45 (including online)	45 (including online)	Head of Communities and Community Safety  The online Alzheimer Society training in place. Data for the number of friends trained this way is not able to be gathered.  Old target of 90 has been split equally between face to face and online training
Personal wellbeing score (Life Satisfaction) for the borough (out of 10) from Office of National Statistics <b>(ComS_092)</b>	7.3	7.3	Not yet available	8.0	8.0	8.0	Head of Communities and Community Safety  This data measures how satisfied people are with their life overall where “0” is not at all satisfied and “10” is completely satisfied.  A drop in wellbeing was seen during the pandemic and subsequently.

Improve the way in which we listen to and engage with residents (He4)

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner/Comments (incl. benchmarking)
Residents who feel the Council listens to them ( <i>results from an annual consultation</i> ) <b>(CCCSLocal_06)</b>	50%*	73%* (27% disagreed /strongly disagreed)	68%* (32% disagreed /strongly disagreed)	75%	75%	90%	Communications, Cultural and Civic Services Manager  * In 2020/21 and 2021/22 the answer to this question was 'yes or no'. From 2022/23 the options were broadened to very satisfied, satisfied, neutral, dissatisfied and very dissatisfied.

**KEY PERFORMANCE INDICATORS**

Priority leaders identify two sets of performance indicators namely; **Key Performance Indicators (KPI)** for reporting to GMT and Members; and **Management Performance Indicators (MPI)** for use in business planning and performance monitoring at a service level.

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Future Years	Indicator Owner/Comments (incl. benchmarking)
Food - Respond to specific complaints about practices procedures and conditions which may prejudice health in the short term within 1 working day of receipt, and non-urgent complaints/ requests for advice within 5 working days of receipt. <b>(ComS_041 – number of)</b> and <b>(ComS_050 – (%))</b>	238 93%	182 97%	146 100%	150 100%	150 100%	150 100%	Head of Environmental Health, Licensing and Private Sector Housing Selection of 1, 3 and 5 days responses depending on risk to public health. Figures not set as a target, just response rate. These relate to service requests and are in addition to the proactive advice provided to new business operators.
Infectious Disease - Respond to notifications within 1 working day and requests for advice and information as soon as practicable within 5 working days of receipt. <b>(ComS_042 – number of)</b> and <b>(ComS_051 – (%))</b>	12 100%	32 100%	43 93%	25 100%	25 100%	25 100%	Head of Environmental Health, Licensing and Private Sector Housing Investigated in relation to public health significance. Approach to responses aligned within the whole county. Figures not set as a target, just response rate. Variety of food and water borne illness investigated following formal notifications.

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

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce DEFRA Annual Air Quality Status Report 2024 <b>COMS2223_05.3</b>	Council has a fit for purpose Air Quality Status Report	Nottinghamshire authorities	Head of Environmental Health, Licensing and Private Sector Housing  June 2025	Within existing budget
Work with Liberty Leisure Limited to develop and implement a Leisure Facility Strategy <b>BBC2022b</b>	Develop a financial model for identified new facilities  To have a strategy that details maintaining the provision of 3 leisure facilities with a costed timetable to replace two of the existing facilities	Leisure Consultants  Liberty Leisure Ltd	BBC Deputy Chief Executive  Business Development Manager	Budget implications will be determined on completion of the Leisure Facilities Strategy

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Produce and deliver the Broxtowe Health and Wellbeing Action Plan 2023/27 <b>(BHWP)</b>	Working with partners to deliver services to improve the health and wellbeing of residents in the Borough.  The plan combines work focussed on supporting Armed Forces; Children and Young People; Dementia; Health; Mental Health; Older People; Child Poverty; Tobacco Control; Access to Food; Learning Disabilities	Broxtowe Health Partnership	Head of Communities and Community Safety  Senior Communities Officer Violence and Domestic Abuse  Communities Officer Health  Communities Officer Children and Young People  March 2028	The plan draws in around £55k in grants and in kind contributions from partners
Develop and deliver the Cultural Strategy 2023-2026 <b>CCCS2326_E01</b>	Increase the number of local people accessing a cultural service	Broxtowe Borough Council Parish Councils Hemlock Jubilee Committee	Communications, Cultural and Civic Services Manager  Cultural Services Manager  March 2026	Cultural Strategy 2023-26 approved by Cabinet on 25 July 2023.  A mapping exercise to understand existing cultural activities and organisations has been completed.  A visual map will be developed to show the breadth of groups in the Borough and highlight areas for more work. The map can also then be used to develop human interest stories about the Borough’s wider cultural offer.

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Deliver Museum Strategic Plan 2023-2027 <b>CCCS2326_H01</b>	Increase the number of local people accessing the museum	The D.H. Lawrence Society University of Nottingham Broxtowe Borough Council	Communications, Cultural and Civic Services Manager Cultural Services Manager March 2027	New forward plan developed and will be reviewed annually, with a specific focus in 2024 on recommendations made as part of the museum reaccreditation process. Consideration will be given to a potential increase in admission charges as part of Overview and Scrutiny Review, identifying and applying for external funding and increased promotion of the museum shop to increase income.
Produce and implement a Broxtowe Drug and Alcohol Strategy to support the Countywide strategy <b>BCRPSMA_12</b>	Increase in numbers of residents accessing support services	Change Grow Live	Head of Communities and Community Safety Communities Officer Children and Young People March 2026	Some activity dependent on resources being allocated by Police and Crime Commissioner
Deliver five equalities events and a voluntary sector event <b>COMS2528_04</b> (New)	Increase community cohesion	Voluntary Sector	Communities Officer Equalities and Diversity March 2026	Within existing resources and budgets



Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Maintain strong partnerships to deliver action plans <b>COMS2427_15</b>	Deliver an efficient and effective service for residents	All Partners	Head of Communities and Community Safety Communities and Crime Manager Senior Communities Officer Violence and Domestic Abuse March 2026	Within existing resources and budgets
School talks on Healthy Relationships and Mental Health <b>BHWPCYP_07</b>	Better mental health and reductions in incidents of Domestic Abuse	Schools	Communities and Crime Manager Communities Officer Children and Young People March 2026	Within existing resources and budgets
Update Armed Forces webpage and resources <b>BHWPAF_20</b> and <b>BHWPAF_10</b>	Better access to resources and information for veterans	Forces in the Community	Communities Officer Children and Young people March 2026	Within existing resources and budgets

Action (Pentana Code)	Targeted Outcome	Partnership / Procurement Arrangement	Officers Responsible / Target Date	Budget Implications / Efficiencies / Other comments
Achieve Armed Forces Employer Recognition Gold Award status <b>BHWPAF_04</b>	Gold Award status achieved	Armed forces	Head of Human Resources  Communities Officer Children and Young People  March 2028	Within existing resources and budgets
Delivery of Bursary Scheme projects in North Broxtowe <b>BHWPBS_01</b> to <b>BHWPNB_07</b>	Increase in active residents in North Broxtowe  • Young Peoples Centre <b>H&amp;WBS_01</b> • Sight Loss <b>H&amp;WBS_02</b> • Boccia <b>H&amp;WBS_03</b> • Nordic Walking <b>H&amp;WBS_04</b> • Tai Chi <b>H&amp;WBS_05</b> • Intergenerational Exercise <b>H&amp;WBS_06</b> • Menopause Group <b>H&amp;WBS_07</b>	Voluntary sector groups	Communities Officer Health  November 2025	Within existing resources and budgets

**LINK KEY TASKS AND PRIORITIES FOR IMPROVEMENT TO THE FINANCIAL BUDGETS**

Priority leaders should ensure that key tasks and priorities (including commercial activities) that have a financial implication are included in the analysis below.

Revenue and Capital Budget Implications/Efficiencies Generated	Pentana Action Code	2025/26 Budget £	2026/27 Budget £	2027/28 Budget £
<b>Budget Implications</b>				
Within existing resources and budgets	-	-	-	-
<b>Efficiencies Generated</b>	-	-	-	-
<b>New business/increased income</b>				
Bursary to support people in the north of the Borough, especially excluded groups to encourage active lifestyles.	-	Actual amount to be confirmed	-	-
GP referral schemes	-	Actual amount to be confirmed	-	-
<b>Net Change in Revenue Budgets</b>		<b>*Note</b>	<b>*Note</b>	<b>*Note</b>

\* Budget implications to be considered and confirmed once external grants and partner contributions are confirmed

**Liberty Leisure Business Plan 2025 – 2028**Introduction

An extract of the proposed Liberty Leisure 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); and
- 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 while 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 delivers a programme of opportunities to have a positive impact on the health of local people, to do this Liberty Leisure Limited is guided by the Service Agreement with the Council and its own operational 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 healthy 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 priorities for improvement (actions) are considered in detail below for approval.

MEASURES OF PERFORMANCE AND SERVICE DATA (Extract)

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Indicator Owner and Comments
Total Attendances for Liberty Leisure Limited <a href="#">LLLocal_G02</a>	913,122	974,368	927,716	700,000	775,000	852,000	890,000	Business Director Operations Manager Systems and Finance Manager
Total number of members (Fitness and Swim School) <a href="#">LLLocal_G12</a>	1,410	7,149	6,166	8,170 Revised to 5,650 ex KLC  GYM BLC = 2,700 CO = 370 Exercise Referral = 384  SWIM SCHOOL BLC = 2,196	5,780  GYM BLC = 2,628 CO = 370 Exercise Referral = 490  SWIM SCHOOL BLC = 2,290	6,440  GYM BLC = 3,040 CO = 395 Exercise Referral = 580 HL = 95  SWIM SCHOOL BLC = 2,330	6,790  GYM BLC = 3,200 CO = 420 Exercise Referral = 630 HL = 160  SWIM SCHOOL BLC = 2,380	Business Director Operations Manager Systems and Finance Manager  Targets are taken from the annual sales forecasting

Indicator Description	Achieved 2021/22	Achieved 2022/23	Achieved 2023/24	Target 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Indicator Owner and Comments
Total Number of Annual Direct Debits Collected <a href="#">LLLocal_G06</a>	16,923	69,199	83,767	94,000 Revised to 65,950 as no KLC	65,950 Gym = 41,820 Swim = 24,130	67,942 Gym = 43,361 Swim = 24,582	71,634 Gym = 46,525 Swim = 25,109	Business Director Operations Manager Systems and Finance Manager Targets are taken from the annual sales forecasting
Percentage of direct debits collected <a href="#">LLLocal_G13</a>	97.8%	98.1%	96.42%	98.4%	98.4%	98.4%	98.4%	Business Director Systems and Finance Manager
Total Income (excluding management fee) <a href="#">LLLocal_G05</a>	£3.350m	£2.955m	£3.356m	£3.249m Forecast at midyear £2.526m	£2.750m	£3.047m	£3.246m	Business Director Operations Manager Systems and Finance Manager
Operating Expenditure (including central charges) <a href="#">LLLocal_G04</a>	£4.118m	£3.466m	-£3.907m	£3.754m October Forecast £2.921m	£3.076m	£3.223m	£3.296m	Business Director Operations Manager Expenditure changes include a view of general increasing costs including the annual pay award
Management Fee from the Council to Liberty Leisure Ltd <a href="#">LLData_G05</a>	£0.995m	£0.850m	£0.519m	£0.519m	£0.269m	£0.176m*	£0.050m*	Business Director *Provisional figure

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



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

Description	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Investigate the possibility of adopting the 'Agency Agreement' model for the operating of leisure services <a href="#">LL2427_G02</a>	Review the possibility of minimising the operators VAT liability	Broxtowe Borough Council	Business Director Head of Finance Completion: 31/03/2026	It may be possible to operate an 'Agency Agreement' enabling the operator to not pay VAT on both its sales and purchases. To be reviewed further when final costs are known with the New Bramcote Leisure Centre build due to the possible VAT implications.
Review the support services and charges provided by Broxtowe Borough Council (BBC) <a href="#">LL2427_G03</a>	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"> <li>• Finance</li> <li>• ICT</li> <li>• Payroll</li> <li>• Human Resources</li> </ul>	Business Director	The support services required by the company will be reviewed annually alongside the budget setting cycle. This will account for any changes to the operation of Liberty Leisure Limited including staff numbers and processes, new projects and technological changes.
Alternative leisure provision in the north of the Borough <a href="#">LL2427_G04</a>	Continuation of Exercise Referral in the north of the Borough at Greasley Sports & Community Centre	Primary Care Network Broxtowe Borough Council Greasley Sports & Community Centre	Business Director Operations Manager Active Lifestyles Manager	The company will continue to build on the agreement at Greasley Sports and Community Centre to deliver Exercise Referral and some relevant fitness classes. Support partners to deliver on the bursary provided by the Council for Boccia and Nordic Walking. Reporting on the outcomes of the projects including the sustainability of them.

Description	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Planning, opening and operation of the new Hickings Lane Pavilion  <a href="#">LL2427_G05</a></p>	<p>Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Hickings Lane from 2025/26</p>	<p>Broxtowe Borough Council                      Football Foundation                      Stapleford Town Football Club                      Steven Gerrard Academy                      Primary Care Network                      Gladstone – Leisure Management System                      Procurements required include:                      Purchase of proposed fitness equipment and tender for the café.</p>	<p>Business Director                      Regeneration Projects Manager (Broxtowe Borough Council (BBC))                      Operations Manager                      Start April 2025                      End March 2028</p>	<p>The financial implications of operating this site have been included in this Business Plan. However, these are presented to the best of LLL’s knowledge now and may be subject to change.</p> <p>Financial implications will come into effect from October 2025 - March 2026 (a part year probably 5 months) with a full operating year being 2026/27.</p> <p>Revenue estimates are included in the LLL medium term budget planning but are subject to change prior to opening. below.</p> <p>LLL require both BBC and/or the Stapleford Towns Delivery Board and the LLL company’s Board of Directors to approve the company becoming the site operator.</p> <p>A summary of anticipated Expenditure, Income and Balances for operating the Hickings Lane Pavilion are provided.</p>

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

Description	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Support Broxtowe Borough Council in the development of a new leisure facility at the Bramcote site</p> <p><a href="#">LL2225_G01</a></p>	<p>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</p>	<p>Broxtowe Borough Council</p>	<p>Business Director / Operations Manager</p> <p>April 2022 to March 2027</p>	<p>Liberty Leisure Ltd will:</p> <ol style="list-style-type: none"> <li>1. Support the Council in developing the facility mix and business case for the operation of a new Bramcote Leisure Centre site</li> <li>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</li> <li>3. Factor the above facility mix in to a draft budget plan</li> </ol> <p>Based on the current programme the new facility is due to be in operation from winter 2026 so the financial implication will commence from then onwards. The expected implications are included in the later years of this plan.</p>

Description	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Grow fitness memberships  <a href="#">LL2326_G01a</a></p>	<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>	<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</p> <p>Start: April 2021                      End: March 2026</p>	<p>Income from fitness is derived primarily from Direct Debits for different standard membership categories as well as Exercise Referral and Annual Memberships</p> <p><b>ACTUAL</b></p> <ul style="list-style-type: none"> <li>• 2023/24 = £1,204k</li> </ul> <p><b>TARGET</b></p> <ul style="list-style-type: none"> <li>• 2024/25 = £ 975k</li> <li>• 2025/26 = £1,039k</li> <li>• 2026/27 = £1,110k (new BLC opens)</li> <li>• 2027/28 = £1,225k</li> </ul> <p>LLL will be conducting a comprehensive review of membership types early in quarter 1 2025/26 to ensure income is being maximised while supporting those who require additional support to attend.</p> <p>The current gym equipment at Bramcote Leisure Centre (BLC) and Chilwell Olympia is 7 years old and assuming replacement in line with the new BLC will be 9 years old, which is beyond the standard operating lifespan and as a result increases the risk of maintenance becoming an issue.</p>

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

Description	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Grow Swimming Incomes  <a href="#">LL2528_G01 (New)</a></p>	<p>Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)</p>	<p>Notts County Council                      Gladstone Leisure Management System                      Carbon Group</p>	<p>Business Director                      Operations Manager                      Duty Manager (Swimming)                      Start: April 2024                      End: March 2028</p>	<p><b>Public Swimming</b>                      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><b>Actual</b></p> <ul style="list-style-type: none"> <li>• 2023/24 = £270k</li> </ul> <p><b>Target</b></p> <ul style="list-style-type: none"> <li>• 2024/25 = £220k</li> <li>• 2025/26 = £233k</li> <li>• 2026/27 = £245k (new BLC opens)</li> <li>• 2027/28 = £260k</li> </ul> <p>Opportunities to increase income from public swimming are limited by increases in swim lessons reducing pool availability.</p>

Description	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Grow Swimming Incomes  <a href="#">LL2528_G01 (New)</a>                      (Continued)</p>	<p>Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)</p>	<p>Notts County Council                      Gladstone Leisure Management System                      Carbon Group</p>	<p>Business Director                      Operations Manager                      Duty Manager (Swimming)</p> <p>Start: April 2025                      End: March 2028</p>	<p><b>Swim School</b>                      To continue to grow swim school income.                      Introduction of online joining for swimming lessons to all lessons.                      Review the terms and conditions and how to reduce income lost from cancellation of lessons.                      Renewed focus on supporting staff and volunteers to gain swim teaching qualifications.</p> <p><b>Actual</b></p> <ul style="list-style-type: none"> <li>• 2023/4 = £945.4k</li> </ul> <p><b>Target</b></p> <ul style="list-style-type: none"> <li>• 2024/25 = £719.2k</li> <li>• 2025/26 = £762.4k</li> <li>• 2026/27 = £800.5k (new BLC opens)</li> <li>• 2027/28 = £840.5k</li> </ul>
<p>Implement price changes  <a href="#">LL2427_G08</a></p>	<p>Increase the overall operational income to mitigate against expenditure increases and a reduction in the management fee received from the Council</p>	<p>Requires approval from the Liberty Leisure Ltd Board of Directors</p>	<p>Business Director                      Operations Manager                      Systems and Finance Manager</p>	<p>To raise an additional £75k in operating income between 1 April 2025 and 31 March 2026                      The additional £75k from this business action is included within the total income detailed in the finance section of this business plan</p>



Description	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
Implement updated digital sales and booking processes <a href="#">LL2427_G09</a>	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"> <li>• Customer Emails</li> <li>• App Functionality</li> <li>• Waiting lists</li> <li>• Access Control - QR codes</li> <li>• Website Communication – AI/Chat Bot</li> <li>• Automated Communications</li> </ul> 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	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion Date	Budget Implications / Efficiencies / Other Comments
<p>Replace the gym equipment estate across the Liberty Leisure operated facilities</p> <p><a href="#">LL2427_G10</a></p>	<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>	<p>Procurement process to be agreed</p> <p>Likely to be 2 separate processes in different years.</p>	<p>Business Director</p> <p>Operations Manager</p> <p>Systems and Finance Manager</p> <p>Procurement and Contracts Officer (Broxtowe Borough Council)</p> <p>Fitness and Memberships Manager</p> <p>Duty Managers (Fitness)</p> <p>Start: Sept 2023</p> <p>End: Dec 2026</p>	<p>2025/26 – Total £120k</p> <p>£120k for Hickings Lane Pavilion Gym</p> <p>2026/27 – Total £550k</p> <p>£420k for Bramcote Leisure Centre</p> <p>£130k for Chilwell Olympia</p> <p>Total project cost £670k</p> <p>The above prices are exclusive of VAT, could consider lease costs if it would be preferred to spread costs out.</p> <p>Income targets will not be achieved without this equipment investment.</p>

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

## 5. FINANCIAL BUDGETS

## Expenditure

Area	2024/25 Budget (£)	2024/25 Budget (£)	2025/26 Budget (£)	2026/27 Budget (£)	2027/28 Budget (£)	Comments
Staffing costs	1,685,414	1,723,574	1,856,531	1,941,080	2,012,204	Efficiency savings implemented offset by pay awards/National Insurance increase
Utilities, Business Rates and Rental	397,775	372,772	372,998	399,108	400,183	Reduction in year but forecast increases despite new centre efficiencies
Operating costs	409,300	412,330	436,949	454,301	448,574	Increase due to profit share with Greasley / NBA and the new Hickings Lane site
VAT	140,000	142,585	157,652	164,964	164,881	Calculated based on operational spend and expected recovery
Council Service Charges	214,000	220,000	222,500	226,950	231,489	Assumes reductions from not operating Kimberley Leisure Centre with small increases each year
Insurance	76,937	50,000	30,200	36,600	38,285	Calculated based on reduction in 2024/25 continuing in to future years
<b>Expenditure</b>	<b>2,922,423</b>	<b>2,921,262</b>	<b>3,076,830</b>	<b>3,223,003</b>	<b>3,295,617</b>	

## Income

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

Summary

Area	2024/25 Budget (£)	2024/25 Budget (£)	2025/26 Budget (£)	2026/27 Budget (£)	2027/28 Budget (£)	Comments
<b>Operational Expenditure</b>	2,922,423	2,921,262	3,119,444	3,269,659	3,342,737	
<b>Operational Income</b>	(2,458,225)	(2,525,746)	(2,758,709)	(3,060,007)	(3,268,999)	
<b>Operating Balance</b>	<b>464,198</b>	<b>370,735</b>	<b>326,597</b>	<b>176,150</b>	<b>49,786</b>	
Management Fee	(369,000)	(369,000)	(269,000)	(176,150*)	(49,786)*	£100k reduction in 2025/26 * Provisional amount, not yet agreed with Council
<b>Deficit / Surplus</b>	<b>95,198</b>	<b>26,516</b>	<b>57,597</b>	<b>0</b>	<b>0</b>	
<b>Reserves</b>	<b>£353,113</b>	<b>£385,517</b>	<b>£327,920</b>	<b>£327,920</b>	<b>£327,920</b>	2024/25 revised budget includes MD redundancy costs