

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 2025/26.

Liberty Leisure Limited- Performance Indicators 2025/26

Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Q1 Value	2025/26 Q1 Target	Notes
Data Only 	LLData_G05 Management Fee from the Council to Liberty Leisure Limited	Annually	£519k	£271k	-	-	The company manage its finances through a monthly cash flow review. The management fee is requested when the company's balance falls below £250k.
Green 	LLLocal_G02 Total Attendance - Liberty Leisure Limited (All)	Monthly	927,716 (incl. KLC)	800,736	202,469	775,000 193,375 (Q1)	On target for attendance across Swim, fitness and exercise referral.
Green 	LLLocal_G04 Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	-£3,907k	-£3,754k	-£645k	-£3,076k - £770k (Q1)	Increased National Insurance, water and electricity charges.
Red 	LLLocal_G05 Total Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3,356k	£3,249k	£ 648k	£2,752k £688k (Q1)	Gym and Swim memberships slightly below financial budget.
Red 	LLLocal_G06 DD Total Number of Annual Direct Debits collected	Monthly	83,767	62,234	15,215	65,950 17,488 (Q1) Gym=41,820 Swim=24,130	Direct marketing swim school memberships to increase uptake.
Green 	LLLocal_G07 Subsidy per Visit - all service areas	Annually	£0.56 (incl KLC)	£0.31	-	£0.35	
Amber 	LLLocal_G12 Total number of members (Fitness and Swim School)	Monthly	6,166	5,513	5,492	5,778	Combined totals for Fitness and Swim School Memberships and include Direct Debit and annual payers.
Green 	LLLocal_G13 Percentage of Direct Debits collected	Annually	96.4%	98.0%	98.0%	98.4%	Ongoing
Data Only 	LLLocal_G15 Liberty Leisure Limited – Reserve Balance	Annually	£442k Surplus	£443k Surplus	£443k Surplus	£329k Surplus	New performance indicator from 2024/25. Reserves only change at the end of year accounts or key purchases, none of which are currently planned.

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.
Complete 	LL2427_G04 Alternative leisure provision in the north of the Borough	Continuation of Exercise Referral in the north of the Borough at Greasley Sports and Community Centre	100%	Mar-2027	Complete. Partnership with Greasley Sports and Community Centre is progressing well.
In Progress 	LL2427_G05 Planning, opening and operation of the new Hickings Lane Pavilion	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Hickings Lane from 2025/26	82%	Mar-2028	The Board has approved that LLL will operate the facility given the assurances around support from the Council. Procurement of gym equipment and appointing staff is taking place during Q2 2025/26. Facility on track to open in October, ahead of schedule. Tenders have been completed for café, early years and gym equipment. Staffing has been planned and recruited to. Further detailed planning and implementation taking place in the build up to opening.
In Progress 	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	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 has been approved to be revised to include a deeper deep-end and pool viewing area.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2326_G01a Grow fitness memberships	To grow all areas of fitness income to support the objective of improving operational efficiencies. Specifically, at Bramcote Leisure Centre to ensure that the fitness membership at the site is sufficient to support the financial requirements of a potential future new facility and the potential opening of a gym facility at the Hickings Lane Pavilion	93%	Mar-2026	Continuing with planned marketing activities to encourage new people to join at one of the leisure centre sites Reviewed and improved the digital journey to increase the number of members accessing health improvement programmes as well as improving the take up for corporate health checks and workshops. 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 Monitoring the fitness class programme across both sites to ensure high occupancy
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	75%	Mar-2026	Exercise Referral memberships exceeding targets. Growing Exercise Referral through direct marketing being undertaken by General Practices. Active Lifestyles Team have created double sided business cards to market wise moves and exercise referral with QR codes for people to scan and be directed to the referral form. This means health professionals can give out the business cards as a form of targeted self-referral and reduce admin time.
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	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 Currently reviewing the cancellation process of Swim School leavers Monitoring the swim programme and public swim programme to increase occupancy and identify ways to improve retention and attendance

Status	Code and Action	Action Description	Progress	Due Date	Comments
Completed 	LL2427_G08 Implement price changes	Increase the overall operational income to mitigate against expenditure increases and a reduction in the management fee received from Broxtowe Borough Council	100%	Mar-2027	Completed.
Completed 	LL2427_G09 Implement updated digital sales and bookings processes	Improve the ease of bookings to support the increase sales and attendances at the Liberty Leisure operated sites	100%	Mar-2026	Continuing to improve the implemented Chat Bot (BOB AI) to encourage online joining and respond to queries, also reducing admin time. Introduced marketing automation, to allow direct marketing to customers via the LLL app and direct customers to certain products. Introduced Les Mills at Home for free to customers on a live fitness membership, to allow them to access workouts from home.
In Progress 	LL2427_G10a Implementation of new gym equipment at Hicking's Lane and across the estate	Capital investment to provide the gym at the Hickings Lane Pavilion (operating from 2025/26), and equipment for the new Bramcote Leisure Centre and Chilwell Olympia in 2026/27. Support the continued growth of the fitness membership to support the delivery of annual financial targets.	25%	Dec-2026	The equipment Stapleford Pavilion has been procured and is due to be installed w/c 8th September 2025. Pre-sales to start in August 2025 and opening in October 2025.
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	0%	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.