

## 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 2025/28 was approved by the Liberty Leisure Limited Board in January 2025. The Liberty Leisure Limited Business Plan 2025/28 was noted at Full Council on 5 March 2025.

The Liberty Leisure Limited Business Plan links to the Council's corporate priority of Health that was approved by Council on 5 March 2025. The Council's priority for Health is to 'Healthy and supported Communities'. Its objectives are to:

- Promote active and healthy lifestyles in every area of Broxtowe (He1)
- Develop plans to renew our leisure facilities in Broxtowe (He2)
- Support people to live well with dementia and support those who are lonely or have mental health issues Broxtowe (He3)

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

3. Performance Management

This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2025/26 (as extracted from the performance management system). It also provides the latest data relating to Key Performance Indicators (KPIs).

The Council and Liberty Leisure Limited monitor performance using the performance management system. Members have been provided with access

to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

The key to the symbols used in the performance reports is as follows:

Action Status Key

Icon	Status	Description
	Completed	Action/task has been completed
	In Progress	Action/task is in progress and is currently expected to meet the due date
	Warning	Action/task is approaching its due date (and/or one or more milestones is approaching or has passed its due date)
	Overdue	Action/task has passed its due date
	Cancelled	Action/task has been cancelled or postponed

Performance Indicator Key

Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only

The Performance Indicator Status in the tables shows the position related to the frequency of reporting as described in the column titled "Frequency". Where the frequency is annually this will be for the previous year 2024/25.

**Liberty Leisure Limited- Performance Indicators 2025/26**

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

Liberty Leisure Limited – Actions 2025/26

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2427_G02</b> Investigate the possibility of adopting the 'Agency Agreement' model for the operating leisure services	Review the possibility of minimising the operators VAT liability	<b>0%</b>	Mar-2027	This will be reviewed in the 2026/27 financial year. <b>Due date extended in line with revised review date.</b>
In Progress 	<b>LL2427_G03</b> 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	<b>71%</b>	Mar-2027	Ongoing reviews with Heads of Service to review charges for 2025/26 and to review process moving forwards.
In Progress 	<b>LL2427_G05</b> 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	<b>88%</b>	Mar-2028	Official facility opening took place on 28 October 2025 with all facilities available.  Facility being well utilised and set to increase usage in coming months.
In Progress 	<b>LL2225_G01</b> 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	<b>50%</b>	Summer 2027	The company has provided facility mix and financial related data to the Council's leisure consultant regarding a new build leisure centre at the Bramcote site.  The new centre was granted planning permission on 14th January.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2326_G01a</b> 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	<b>93%</b>	Mar-2029	Gym membership on track to achieve end of year targets. Continuing with planned marketing activities to encourage new people to join at one of the leisure centre sites Reviewed and improved the digital journey to increase the number of members accessing health improvement programmes as well as improving the take up for corporate health checks and workshops. Monitoring the fitness class programme across both sites to ensure high occupancy. <b>Due date extended in line with Business Planning 2026/29.</b>
In Progress 	<b>LL2427_G06</b> 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	<b>75%</b>	Mar-2029	Exercise Referral memberships exceeding targets. Continuing to grow Exercise Referral through direct marketing being undertaken by General Practices and delivering exercise referral in the North of the Borough with Greasley Sports and Community Centre. Active Lifestyles Team created double sided business cards to market wise moves and exercise referral with QR codes for people to scan and be directed to the referral form. This means health professionals can give out the business cards as a form of targeted self-referral and reduce admin time. Starting a Parkinson Stronger exercise group in January. <b>Due date extended in line with Business Planning 2026/29.</b>

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2528_01G01</b> 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)	<b>80%</b>	Mar-2028	Monitoring the swim programme and public swim programme to increase occupancy and identify ways to improve retention and attendance. Continuing to recruit and support volunteers to enable them to become swim teachers to increase the number of available swim teachers to deliver the programme
In Progress 	<b>LL2427_G10a</b> 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.	<b>75%</b>	Dec-2026	The equipment Stapleford Pavilion was procured and installed within Q3 2025/26. The equipment for Bramcote and Chilwell is included in the capital expenditure for 26/27 The new Bramcote Leisure Centre has been pushed back slightly for a slight redesign. The gym equipment procurement for this and Chilwell Olympia will be delayed accordingly. Procurement to take place in 2026/27 and install in 2027/28.
In Progress 	<b>LL2326_G04</b> 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	<b>50%</b>	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.