

Liberty Leisure Limited Business Plan 2026-2029Introduction

An extract of the proposed Liberty Leisure Limited 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)
- 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 whilst 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 deliver 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 operation 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 health 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 properties for improvement (actions) are considered below.

Measures of Performance and Service Data (Extract)

Performance Indicators

From 2024/25 there was no Kimberley Gym and Swim (KGS) and then from October 2025 the Stapleford Pavilion opened, both of which create significant variations in the below figures.

The figures below are on the assumption that the new Bramcote Leisure Centre is open from October 2027.

Indicator Description (Code)	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Indicator Owner and Comments (incl. benchmarking)
Total Attendances for Liberty Leisure Limited LLLocal_G02	974,368	927,716	800,736	775,000	960,000	988,800	1,018,464	Business Director Operations Manager Systems and Finance Manager Increase to 960k relates to the first full year operation of Stapleford Community Pavilion

Indicator Description (Code)	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Indicator Owner and Comments (incl. benchmarking)
Total number of members (Fitness and Swim School) LLLocal_G12	7,149	6,166	5,513	5,778 GYM BLC = 2,628 CO = 370 Exercise Referral = 490 SWIM SCHOOL BLC = 2,290	6,225 GYM BLC = 2,700 CO = 395 Exercise Referral = 580 HL = 250 SWIM SCHOOL BLC = 2,300	6,700 GYM BLC = 3,000 CO = 420 Exercise Referral = 630 HL = 300 SWIM SCHOOL BLC = 2,350	7,010 GYM BLC = 3,200 CO = 420 Exercise Referral = 630 HL = 350 SWIM SCHOOL BLC = 2,380	Business Director Operations Manager Systems and Finance Manager Targets are taken from the annual sales forecasting BLC increase dependent on new leisure centre
Percentage of direct debits collected LLLocal_G13	96.8%	96.4%	98.0%	98.4%	98.4%	98.4%	98.4%	Business Director Systems and Finance Manager
Total Income (excluding management fee) LLLocal_G05	£2.955m	£3.356m	£2.592m	£2.752m December Forecast £2.768m	£3.076m	£3.217m	£3.432m	Business Director Operations Manager Systems and Finance Manager Based on new Bramcote Leisure Centre opening in October

Indicator Description (Code)	Achieved 2022/23	Achieved 2023/24	Achieved 2024/25	Target 2025/26	Target 2026/27	Target 2027/28	Target 2028/29	Indicator Owner and Comments (incl. benchmarking)
Operating Expenditure (including central charges) LLLocal_G04	£3.466m	£3.907m	£2.753m	£3.078m October Forecast £3.055m	£3.271m	£3.332m	£3.413m	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 LLData_G05	£850k	£519k	£246k	£269k	£195k*	£115k*	£0k*	Business Director *Provisional figure
Subsidy per visit all service areas LLLocal_G07	£0.74	£0.56	£0.31	£0.35	£0.20	£0.12	£0.00	Business Director Calculation is the Management fee received divided by attendances. 2023 onwards excludes Cultural Services
Liberty Leisure Limited – Reserve balance LLLocal_G15	£487k Surplus	£442k Surplus	£443k Surplus	£423k Surplus	£423k Surplus	£423k Surplus	£443k Surplus	Business Director New performance indicator from 2024/25

Key Tasks and Priorities for Improvement 2026/27 – 2028/29 Including Commercial Activities

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Investigate the adoption of the Agency Agreement model for the operating of leisure services LL2427_G02	Review possibility of minimising the operators VAT liability	Broxtowe Borough Council	Business Director Assistant Director Finance Completion: 31/03/2027	It may be possible to operate an 'Agency Agreement' enabling the operator to not pay VAT on 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. LLL are forecasting to spend £176k in irrecoverable VAT this year. All of this could potentially be saved if the agency model was adopted.
Review the support services and charges provided by Broxtowe Borough Council (BBC) LL2427_G03	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"> • Finance • ICT • Payroll • Human Resources 	Business Director	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.

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
<p>Continuation of Exercise Referral in the north of the Borough at Greasley Sports and Community Centre and support the Council's targeted support of organisations.</p> <p>LL2629_01 (New)</p>	<p>Continuation of Exercise Referral in the north of the Borough at Greasley Sports and Community Centre</p>	<p>Primary Care Network Broxtowe Borough Council Greasley Sports and Community Centre</p>	<p>Business Director Operations Manager Active Lifestyles Manager</p>	<p>Company will continue to build on the agreement at Greasley Sports and Community Centre to deliver Exercise Referral and some relevant fitness classes.</p> <p>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.</p>
<p>Operation of the new Stapleford Community Pavilion</p> <p>LL2629_02 (New)</p>	<p>Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion from 2025/26</p>	<p>Broxtowe Borough Council Football Foundation Stapleford Town Football Club Steven Gerrard Academy Primary Care Network</p>	<p>Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC)) Operations Manager Start September 2025 End March 2029</p>	<p>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 to March 2026 with a full operating year being 2026/27.</p> <p>The forecasts for Padel have been produced based on not having lights however if lights can be utilised this will increase available bookings by 21%, the majority of which are in peak slots. A roof would increase the reliability of use and provide a better experience.</p> <p>.... Continued</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Operation of the new Stapleford Community Pavilion LL2629_02 (New) <i>(Continued)</i>	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion from 2025/26	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	...continued Revenue estimates are included in the LLL medium term budget planning but are subject to change due to only being open for a month. A summary of anticipated Expenditure, Income and Balances for operating the Stapleford Community Pavilion are provided.
Operation of the new Stapleford Community Pavilion LL2629_02 (New) (Continued)	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion from 2025/26	Broxtowe Borough Council Football Foundation Stapleford Town Football Club Steven Gerrard Academy Primary Care Network Gladstone – Leisure Management System Purchases required include proposed fitness equipment and tender for the café.	Business Director Regeneration Projects Manager (Broxtowe Borough Council (BBC)) Operations Manager Start October 2025 End March 2029	<u>Expenditures</u> 2025/26 = £ 145,847 (forecast) 2026/27 = £ 268,548 2027/28 = £ 280,666 <u>Incomes</u> 2025/26 = £ 95,260 (forecast) 2026/27 = £ 299,242 2027/28 = £ 328,129 <u>Balances</u> 2025/26 = - £ 50,587 (forecast) 2026/27 = £ 30,694 2027/28 = £ 47,463

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Support Broxtowe Borough Council in the development of a new leisure facility at the Bramcote site LL2225_G01	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	Broxtowe Borough Council	Business Director / Operations Manager April 2022 to Summer 2027	Liberty Leisure Ltd will: <ol style="list-style-type: none"> 1. Support the Council in developing the facility mix and business case for the operation of a new Bramcote Leisure Centre site 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 3. Factor the above facility mix in to a draft budget plan Based on the current programme the new facility is due to be in operation from summer 2027 so the financial implication will commence from then onwards. This is 6 months later than originally planned. The delay increases risks around the viability of the current building and delays the expected increase in income. The impact of this is updated into the finance forecasts below.

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
<p>Grow fitness memberships LL2326_G01a</p>	<p>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 opening of a gym facility at the Stapleford Community 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 Start: April 2021 End: March 2029</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>ACTUAL</p> <ul style="list-style-type: none"> 2024/25 = £ 990k <p>TARGET</p> <ul style="list-style-type: none"> 2025/26 = £1,045k (October forecast) 2026/27 = £1,129k 2027/28 = £1,210k (new BLC opens) 2028/29 = £1,339k <p>In line with the opening of the gym at Stapleford Community Pavilion, membership types have been reviewed to maximise income whilst continuing to provide value for money.</p> <p>Current gym equipment at Bramcote Leisure Centre and Chilwell Olympia is 9 years old and assuming replacement in line with the new BLC will be 11 years old, which is beyond the standard operating lifespan and as a result increases the risk of maintenance becoming an issue.</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Expand Exercise Referral opportunities LL2427_G06	Increase the number of people on the exercise referral programme. Specifically targeting young people to encourage exercise adoption from an earlier age	Primary Care Network (PCN) Refer All (Exercise Referral Management Software) Carbon Group	Business Director Operations Manager Fitness and Memberships Manager Active Lifestyles Coaches Start: April 2026 End: March 2029	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 the Active Lifestyles Manager left the company and management of the scheme moved to the Fitness and Memberships Manager. Any future additional resources will be subject to a business case being completed and approved by the Board of Directors. TARGETS Assumes no additional staffing costs <ul style="list-style-type: none"> • 2025/26 = £113.5k (forecast) • 2026/27 = £130.5k • 2027/28 = £144.9k • 2028/29 = £159.4k All referral members and incomes are included in the Grow Fitness Memberships Business Action

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Grow Swimming Incomes LL2528_G01	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	Nottinghamshire County Council Gladstone Leisure Management System Carbon Group	Business Director Operations Manager Duty Manager (Swimming) Start: April 2026 End: March 2029	<p>PUBLIC SWIMMING</p> <p>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>ACTUAL</p> <ul style="list-style-type: none"> • 2024/25 = £250k <p>TARGET</p> <ul style="list-style-type: none"> • 2025/26 = £242.6k (forecast) • 2026/27 = £253.6k • 2027/28 = £268.8k (new BLC opens) • 2028/29 = £284.9k <p>Opportunities to increase income from public swimming are limited by increases in swim lessons reducing pool availability.</p> <p style="text-align: right;">Continued...</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Grow Swimming Incomes LL2528_G01 (Continued)	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	Nottinghamshire County Council Gladstone Leisure Management System Carbon Group	Business Director Operations Manager Duty Manager (Swimming) Start: April 2025 End: March 2028	<p>SWIM SCHOOL</p> <p>To continue to grow swim school income. Introduction of online joining for swimming lessons to all lessons.</p> <p>Review the terms and conditions and how to reduce income lost from cancellation of lessons.</p> <p>Renewed focus on supporting staff and volunteers to gain swim teaching qualifications.</p> <p>ACTUAL</p> <ul style="list-style-type: none"> • 2024/25 = £728.6k <p>TARGET</p> <ul style="list-style-type: none"> • 2025/26 = £730.4k (forecast) • 2026/27 = £759.6k • 2027/28 = £783.2k (new BLC opens) • 2028/29 = £806.6k
Implement price changes LL2427_G08	Increase the overall operational income to mitigate against expenditure increases and a reduction in the management fee received from the Council	Requires approval from the Liberty Leisure Ltd Board of Directors	Business Director Operations Manager Systems and Finance Manager	<p>To raise an additional £75k in operating income between 1 April 2026 and 31 March 2027</p> <p>The additional £75k from this business action is included within the total income detailed in the finance section of this business plan</p>

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Implement updated digital sales and booking processes LL2427_G09	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"> • Customer Emails • App Functionality • Waiting lists • Access Control - QR codes • Website Communication – AI/Chat Bot • Automated Communications 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 (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Replace the gym equipment estate across the Liberty Leisure operated facilities LL2427_G10	Capital investment to provide the equipment for the new Bramcote Leisure Centre and Chilwell Olympia in 2027/28. Support the continued growth of the fitness membership to support the delivery of annual financial targets.	Procurement will take place in 2026/27	Business Director Operations Manager Systems and Finance Manager Procurement and Contracts Officer (Broxtowe Borough Council) Fitness and Memberships Manager Duty Managers (Fitness) Start: Sept 2023 End: Dec 2027	2026/27 – Total £650k £470k for Bramcote Leisure Centre £180k for Chilwell Olympia The above prices are exclusive of VAT, could consider lease costs if it would be preferred to spread costs out. Income targets will not be achieved without this equipment investment.

Description (Code)	Targeted Outcome	Partnership / Procurement Arrangements	Officers Responsible / Target Completion	Budget Implications / Efficiencies / Other Comments
Manage the reduction in the allocated management fee being made to the company by Broxtowe Borough Council LL2326_04	To deliver a balanced financial budget for 2025/26	Broxtowe Borough Council	Business Director Operations Manager Systems and Finance Manager Start: April 2025 End: March 2026	The management fee from Broxtowe Borough Council to LLL reduces as follows: ACTUAL <ul style="list-style-type: none"> • 2024/25 = £246k (budget was £369k) FORECAST <ul style="list-style-type: none"> • 2025/26 = £269k • 2026/27 = £195.1k* • 2027/28 = £114.9k* (New BLC opens) • 2028/29 = £0k* * Provisional amount, not agreed with Council The financial details of the LLL revenue budget are detailed within the Finance section of this business case

Financial Budgets

Expenditure

Area	2025/26 Original Budget (£)	2025/26 Revised Budget (£)	2026/27 Proposed Budget (£)	2027/28 Proposed Budget (£)	2028/29 Proposed Budget (£)	Comments
Staffing costs	1,856,531	1,792,046	1,913,217	1,933,401	1,972,985	Increases due to cost of living and full open at Stapleford Community Pavilion
Utilities, Business Rates and Rental	372,998	389,505	432,383	454,695	468,477	Forecast increases due to anticipated price rises, then reduces with new site efficiencies
Operating costs	438,449	461,105	498,231	504,381	521,700	Increase due to profit share with Greasley / NBA and the new Stapleford Community Pavilion
VAT	157,421	162,555	176,300	182,440	186,842	Calculated based on operational spend and expected recovery
Council Service Charges	222,500	222,500	226,950	231,489	236,119	Small increases each year
Insurance	30,200	28,000	24,500	25,688	26,934	Calculated based on reduction in 2024/25 continuing into future years
EXPENDITURE	3,078,100	3,055,712	3,271,580	3,332,094	3,413,058	

Income

Area	2025/26 Original Budget (£)	2025/26 Revised Budget (£)	2026/27 Proposed Budget (£)	2027/28 Proposed Budget (£)	2028/29 Proposed Budget (£)	Comments
School Swim and Chilwell JU	-118,905	-119,105	-121,869	-123,307	-124,773	Additional incomes from NCC school swim programme
Operating income	-2,632,828	-2,648,976	-2,954,627	-3,093,823	-3,307,455	Reflects successful start at Stapleford Community Pavilion and is dependent of new BLC opening as planned and new gym equipment at BLC/CO at the same time.
INCOME	-2,751,733	-2,768,081	-3,076,496	-3,217,130	-3,432,228	

Summary

Area	2025/26 Original Budget (£)	2025/26 Revised Budget (£)	2026/27 Proposed Budget (£)	2027/28 Proposed Budget (£)	2028/29 Proposed Budget (£)	Comments
Operational Expenditure	3,078,100	3,055,712	3,271,580	3,332,094	3,413,058	
Operational Income	-2,751,733	-2,768,081	-3,076,496	-3,217,130	-3,432,228	
Operating Balance	326,831	299,911	195,635	114,809	(7,561)	
Management Fee	(269,000)	(269,000)	(195,635) *	(114,809) *	(0) *	£73k reduction in 2026/27 down to £0 for 2028/29 assuming the new BLC opens in 2027/28 * Provisional amount, not yet agreed with Council
Deficit / Surplus	57,367	18,631	0	0	-19,171	
Reserves	-384,996	-423,732	-423,732	-423,732	-442,902	