

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 used 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 Achieved	2025/26 Target	Notes
Data Only 	LLData_G05 Management Fee paid by the Council to Liberty Leisure Limited	Annually	£519k	£271k	£135k	£269k	The company manages its finances through a monthly cash flow review. Target revised at Business Planning 2026/29.
Green 	LLLocal_G02 Total Attendance - Liberty Leisure Limited (All)	Monthly	927,716 (incl. KLC)	800,736	817,572 202,469 Q1 200,201 Q2 204,977 Q3 209,926 Q4	777,500	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.
Green 	LLLocal_G04 Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	-£3,907k	-£2,753k	-£2,923k -£645k Q1 -£595k Q2 -£631k Q3 -£1,055 Q4	-£3,078k	Reduction in staffing through rota efficiencies. Reduction in gas charges but some cost accrued due to expected future bills. Increase in water and electricity charges. Target revised at Business Planning 2026/29.
Green 	LLLocal_G05 Total Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3,356k	£2,582k	£2,810k £687k Q1 £642k Q2 £719k Q3 £761k Q4	£2,752k	Gym memberships are on track with the addition of Stapleford Pavilion. Swim memberships are currently below financial budget but increasing. Swim public is forecasting ahead of budget. Target revised at Business Planning 2026/29.
Red 	LLLocal_G06 DD Total Number of Annual Direct Debits collected	Annually	83,767	62,234	61,866	65,950	
Green 	LLLocal_G07 Subsidy pre visit all service areas	Annually	£0.56	£0.31	£0.17	£0.35	





Status	Code / Indicator	Frequency	2023/24 Achieved	2024/25 Achieved	2025/26 Achieved	2025/26 Target	Notes
Amber 	LLLocal_G12 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. Memberships were 163 down from end of year target.
Green 	LLLocal_G13 Percentage of Direct Debits collected	Annual	96.4%	98.0%	98.1%	98.4%	
Green 	LLLocal_G15 Liberty Leisure Limited – Reserve Balance	Annually	£442k	£412k	£443k	£423k	*2025/26 figure to be confirmed after end of year accounts completed.

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-2027	This will be reviewed in the 2026/27 financial year. Due date extended in line with revised review date.
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 2026/27 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.

Status	Code and Action	Action Description	Progress	Due Date	Comments
Complete 	LL2427_G05 Planning, opening and operation of the new Stapleford Community Pavilion	Liberty Leisure Ltd to operate a financially sustainable facility at Hickings Lane from 2025/26	100%	Oct-2025	Official facility opening took place on 28 October 2025 with all facilities available. Usage increasing as months go by with improvements in weather improving padel utilisation.
In Progress 	LL2427_G05a Operation and development of the new Stapleford Community Pavilion	Liberty Leisure Limited (LLL) to operate a financially sustainable facility at Stapleford Community Pavilion from 2025/26	10%	Mar-2028	LLL are continuing to develop usage of the site and working with economic development to get lights and canopy operational on the padel courts. This action will be superseded by LL2629_02 Operation of the new Stapleford Community Pavilion.
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%	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 14 January 2026.
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 Stapleford Community Pavilion	93%	Mar-2029	Gym membership on track to achieve targets. 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. New memberships at Stapleford Community Pavilion. Due date extended in line with Business Planning 2026/29.

Status	Code and Action	Action Description	Progress	Due Date	Comments
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-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. Started a Parkinson Stronger exercise group in January 2026. The Wise Move scheme is currently at 95% capacity. The process to resource a further employee is underway. Review of the Bursary Scheme- Botcha as numbers are lower than expected whereas the Nordic walking is popular. Due date extended in line with Business Planning 2026/29.
In Progress 	LL2528_G01 Grow Swimming Income	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre (BLC)	80%	Mar-2029	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.

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-2026	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. Working on implementing access control Stapleford Pavilion to assist with member management.
In Progress 	LL2427_G10a Implementation of new gym equipment at Stapleford Community Pavilion and across the estate	Capital investment to provide the gym at the Stapleford Community 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.	75%	Dec-2027	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 2026/27 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. Pre-market engagement taking place in Q1 2026/27.
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 Stapleford Community Pavilion, efficiencies and increasing income in other areas.