

**Joint report of the Deputy Chief Executive and the Managing Director, Liberty Leisure Limited****PERFORMANCE MANAGEMENT – REVIEW OF BUSINESS PLAN  
PROGRESS – LIBERTY LEISURE LIMITED****1. Purpose of Report**

To report progress against outcome targets identified in the Liberty Leisure Limited Business Plan, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.

**2. Background**

The Corporate Plan 2016-2020 was approved by Council on 4 March 2020. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are subsequently approved by the respective Committees each year.

**3. Performance Management**

As part of the Council's performance management framework, each Committee receives regular reports during the year which review progress against their respective Business Plans. This will include a detailed annual report where performance management is considered following the year-end.

This report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Liberty Leisure Limited Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2020/21 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in appendix 1.

**Recommendation**

**The Committee is asked to CONSIDER the progress made in achieving the Business Plan for Liberty Leisure Limited and to NOTE the current KPI for 2020/21.**

**Background papers**

Nil

## APPENDIX 1

**PERFORMANCE MANAGEMENT****1. Background - Corporate Plan**

The Corporate Plan for 2016-2020 was approved by Council on 4 March 2020. This plan sets out the Council's priorities to achieve its vision to make "Broxtowe a great place where people enjoy living, working and spending leisure time." Over the period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

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 our Corporate Plan are realistic and achievable.

**2. Business Plans**

The Liberty Leisure Business Plan is reviewed and refreshed annually. The latest Business Plan was approved by the Liberty Leisure Ltd Board in February 2020. The Liberty Leisure Business Plan was noted at Full Council on 4 March 2020.

The Liberty Leisure Business Plan links to the Council's corporate priority of Health. The Council's priority for Health is to "support people to live well".

Its objectives are to:

- Promote active and healthy lifestyles in every area of Broxtowe (He1)
- Come up with 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 (He3).

The Liberty Leisure Business Plan details the projects and activities undertaken in support of the Corporate Plan Health priority area. The business plan covers a three-year period and will be revised and updated annually.

Liberty Leisure Limited have designed a suite of milestones and Performance Indicators (KPIs) to be used to monitor progress against key tasks and targets. Performance monitoring is undertaken to identify more relevant KPIs, to refine targets and to ensure reporting to the Council is relevant, consistent and manageable.

**3. Performance Management**






As part of the Council's performance management framework, this Committee receives regular reports of progress against respective Business Plans. This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2020/21 (as extracted from the Pentana Risk

performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).






The Council and Liberty Leisure monitor performance using the Pentana Risk 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 Pentana Risk performance reports is as follows:

#### Action Status Key

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

#### Performance Indicator Key

| Icon  | Performance Indicator Status |
|---|------------------------------|
|  | Alert                        |
|  | Warning                      |
|  | Satisfactory                 |
|  | Unknown                      |
|  | Data Only                    |

### **Liberty Leisure Limited Key Tasks and Priorities for Improvement 2020/2021**



Due to coronavirus pandemic lockdown Liberty Leisure Limited closed all of its leisure facilities in the Borough from March 2020. The majority of employees were placed on the Government's Furlough Scheme until October 2020.


Liberty Leisure Limited has re-opened a limited number of leisure facilities in a line with COVID-19 guidelines from August 2020.

As a result of the lockdown, work on some key tasks and priorities in the 2020/23 Leisure Business Plan has been delayed. The Leisure Business Plan for 2020/23 has been reviewed, resulting in the tasks below being postponed or cancelled. The business plan for 2021-24 will provide actions and detail of how the company will recover from the pandemic.




During the pandemic, work has continued on the tasks below to ensure Liberty Leisure Limited was prepared to re-open selected facilities when permitted.







### **Liberty Leisure Limited Key Tasks and Priorities for Improvement 2020/2021 Quarter 2**

| Status   | Code       | Action Title   | Action Description   | Progress | Due Date | Comments  |
|--|------------|--|--|----------|----------|---|
| In Progress<br>   | LL1922_G05 | Deliver the changes and actions detailed in the Liberty Leisure Limited operational strategies | Ensure that the company develops its people, marketing, communications, quality of delivery and business ideas | 20%      | Mar-2022 | The existing website is completely revamped to look modern, be fully accessible, full integrate with the company's bookings systems including online payments and online joining. The new site will be live before the end of November. |
| In Progress<br> | LL1922_G09 | Introduce Les Mills Virtual Group Exercise Classes   | Attract new members while improving the retention of existing fitness members                                  | 95%      | Mar-2022 | Les Mills is extended into additional space to help the company provide a greater variety of fitness classes while reducing the reliance on fitness instructors and to find teacher cover for annual leave and sickness                 |

| Status   | Code       | Action Title  | Action Description   | Progress | Due Date | Comments  |
|--|------------|---|--|----------|----------|---|
| In Progress<br> | LL1922_G01 | Implement a programme of digital developments to improve member retention increasing direct debit fitness memberships | Increase the number of members who are active each month.<br>Increase the number of direct debits collected each year. | 80%      | Mar-2020 | The company have been working on three products that will complement each other and work seamlessly with the new website.<br><ol style="list-style-type: none"> <li>1. Gym Sales went live in Feb 2020. Staff will require retraining before we start to use this product post pandemic</li> <li>2. Online joining and online payments enable the customer to take up a fitness membership and pay for bookings via different social media platforms without the need to call or visit a leisure site. Expected go live date is end of November 2020</li> </ol> |




### **Liberty Leisure Limited Key Tasks and Areas for Improvement 2020/23 Quarter 1 – Cancelled or Postponed**





| Status   | Code       | Action Title  | Action Description                                       | Progress at March 2020 | Due Date |
|--|------------|---|--|------------------------|----------|
| Cancelled<br> | LL1922_K03 | Creating a functional fitness space at Kimberley Leisure Centre | Improve retention of existing fitness members            | 5%                     | Mar-2021 |
| Cancelled<br> | LL1922_K04 | Refurbish the iGym at Kimberley Leisure Centre                  | Procure replacement equipment for the Vibe youth Gym     | 40%                    | Mar-2022 |
| Postponed<br> | LL1922_E03 | Museum, flexible working and community outreach                 | Increase service users and decrease the subsidy per head | 0%                     | Mar-2021 |

| Status   | Code       | Action Title   | Action Description  | Progress at March 2020 | Due Date |
|--|------------|--|---|------------------------|----------|
| Postponed<br>   | LL1922_E04 | Investigate commercial opportunities initially including open air cinemas, bonfire night and small indoor partnership opportunities  | High quality, ticketed events reducing the subsidy to the event programme                                     | <b>35%</b>             | Mar-2020 |
| Postponed<br>   | LL1922_G03 | Events Ticket Platform   | Reduce expenditure<br>Potential additional income<br>Support local clubs                                      | <b>81%</b>             | Dec-2020 |
| Postponed<br>   | LL1922_G04 | Set up Liberty Leisure Limited as a Direct Debit Bureau  | Have the ability to collect direct debits for other organisations   | <b>20%</b>             | Mar-2020 |
| Postponed<br>   | LL1922_K05 | Investigate potential partnership funding, planning potential and local support to develop additional car park space and full size 3G football pitch at Kimberley Leisure Centre | Increase attendance and income through football activities<br>Increase fitness memberships and income         | <b>63%</b>             | Mar-2021 |
| Postponed<br>   | LL1922_S01 | Implement the Get Active Strategy  | Reduce inactivity levels and increase the number of volunteers  | <b>23%</b>             | Dec-2021 |
| Postponed<br> | LL1922_S03 | Sports Events  | Increase the number of sports events available while generating efficiencies by working with community groups | <b>5%</b>              | Mar-2021 |




### **Liberty Leisure Limited Key Tasks and Priorities that are being implemented in response to the Coronavirus pandemic**

The actions listed below are not in the original business plan and are not on the council's performance management system. However, the actions have been included to provide members with up to date information about how the company have been responding to the pandemic.

|  | Code | Action Title  | Action Description   | Progress    | Due Date               | Comments   |
|--|------|---|--|-------------|------------------------|--|
| In Progress<br>   | N/A  | Ensure that all facilities are Covid-Secure   | Implement government guidance as a minimum requirement.  | <b>100%</b> | July 2020              | Covid secure action plan is in place and managed daily. Employees have completed a two stage training programme. Marketing to staff and customers is ongoing to inform and continually reinforce the measures that are in place.   |
| In Progress<br>   | N/A  | Create online fitness class content   | Work in partnership with ABL to deliver a mix of introductory fitness and basic nutritional content (ABL) to provide fitness content for more vulnerable customers | <b>N/A</b>  | Dec-2020               | The content being worked on is to target vulnerable customers who are not yet ready to attend a leisure centre in person. If successful content could be used more widely in the future.<br><br>Classes are being filmed and viewed for acceptable quality. Marketing LLeisure at Home is being prepared. Platforms on which content will be streamed are being decided. |
| In Progress<br> | N/A  | Enable Borough residents who have been made redundant resulting from the pandemic to access free exercise | Provide a rolling one month gym and virtual fitness class offer followed by three months of a significantly reduced membership                                     | <b>N/A</b>  | Dec 2020 to March 2022 | 30 spaces across the three sites will be made available each month. Promotion for starting in December will begin in the middle of November  |

|  | Code | Action Title   | Action Description   | Progress    | Due Date  | Comments  |
|--|------|--|--|-------------|-----------|---|
| In Progress<br>   | N/A  | Diversify the company's health and wellbeing offer for the local community         | <p>Deliver a greater range of outdoor exercise opportunities</p> <p>Expand upon developing expertise within the company to implement a corporate health package</p> <p>Expand the First Aid training package</p>     | <b>N/A</b>  | Mar-2020  | The company have devised a health check programme ready to be implemented. Promotional materials have been produced to be used once the company is allowed to deliver the opportunity post lockdown.  |
| In Progress<br>   | N/A  | Diversify the company's health and wellbeing offer for the local community         | <p>Deliver a greater range of outdoor exercise opportunities</p> <p>Expand upon developing expertise within the company to implement a corporate health package</p> <p>Expand the new First Aid training package</p> | <b>N/A</b>  | Mar-2020  | <p>An outdoor 'back to exercise' programme is being developed to be available for when lockdown restrictions are eased and assuming that the local area remains in tier 3.</p> <p>Activity opportunities will be suitable for a range of fitness abilities and will take place at open space venues throughout the Borough.</p> |
| In Progress<br> | N/A  | Create an outdoor spinning studio at Bramcote Leisure Centre                       | To expand the capacity of the spin studio by creating an outdoor, covered spinning opportunity on the existing MUGA  | <b>N/A</b>  | Dec 2020  | A tarpaulin roof is fixed above the 5-a-side football pitch. It is being tested for its suitability for winter weather. If agreed it is safe and that it provides sufficient shelter outdoor spin classes (and other classes) will be introduced when lockdown restrictions are eased.  |
| In Progress<br> | N/A  | Expand wet side changing provision at both Bramcote and Kimberley Leisure Centres. | Ensure covid safe changing spaces while maximising the number of swimmers who can access the pool.   | <b>100%</b> | Sept 2020 | Create 10 cubicle 'wet side' changing spaces at Kimberley Leisure Centre. Introduce 'pod' changing spaces on poolside at Bramcote Leisure Centre.   |










|  | Code | Action Title  | Action Description   | Progress    | Due Date | Comments  |
|--|------|---|--|-------------|----------|---|
| In Progress<br> | N/A  | Enable vulnerable customers to safely access activity at Chilwell Olympia                     | Chilwell Olympia is closed during the day to general bookings. In conjunctions with Chilwell School and partners, ABL pre booked activities for people who would be less able to exercise at busier venues | <b>N/A</b>  | Mar 2022 | The principle of pre-booked activity is agreed with Chilwell School. ABL have made bookings for when lockdown ends, walking football activity had started before lockdown   |
| In Progress<br> | N/A  | Obtain external funding to support the operational costs of the DH Lawrence Birthplace Museum | Application made to the Arts Council Culture Recovery Fund   | <b>100%</b> | May 2021 | £51,000 of funding was granted to Liberty Leisure Ltd to ensure that the DH Lawrence Birthplace Museum is opened on the same basis as pre lockdown for at least 6 months. The grant is still in place and is on hold due to tier 3 and then national lockdown restrictions. |
| In Progress<br> | N/A  | Review events provision for 2021-22   | Review what type of events, what safety implications and costs will be involved to deliver events in the medium term.  | <b>N/A</b>  | Mar 2021 | Review of covid-secure guidance for event delivery. What potential events could be delivered in the Borough. What partnerships will be available post Covid-19. How much money will be needed to deliver Covid-secure events.   |

### Liberty Leisure Limited Critical Success Performance Indicators 2020/21

The data for Critical Success Indicators has not been available from Liberty Leisure sites since December 2019 due to operational priorities and the coronavirus outbreak.

### Liberty Leisure Limited Key Performance Indicators 2020/21

| Status   | Code /Short Name  | Frequency | 2018/19 Achieved | 2019/20 Achieved | 2020/21 Q2 | 2020/21 Target | Notes  |
|--|---|-----------|------------------|------------------|------------|----------------|--|
| Data Only<br> | LLData_G05 Management Fee from the Council to Liberty Leisure Limited | Annually  | £1,030k          | £995k            | £850k      | -              | Management fee of £850,000 awarded for 2020/21   |
| Data Only<br> | LLData_G06 Subsidy per Visit  | Annually  | 59.1p            | TBC              | N/A        | 48.6p          |  |
| Red<br>       | LLLocal_G04 Expenditure - Liberty Leisure Limited (ALL)               | Quarterly | £4,236k          | £3,460k (Feb-20) | £859K      | £4,735k        | Expenditure budgets have been significantly reduced with the main spends being staffing costs (in part covered by the Coronavirus Job Retention Scheme), insurance, repairs and maintenance, license fees and on COVID-19 safety measures during quarters 1 & 2. |
| Green<br>   | LLLocal_G05 Income - Liberty Leisure Limited (EXCLUDING Mgt Fee)      | Quarterly | £3,574k          | £7,046k (Feb-20) | -          | £3,866k        | As Leisure sites have been closed there was no operational income collected between April and most of July 2020. The majority of the income for Q1 and Q2 derives from the Coronavirus Job Retention Scheme  |
| Green<br>   | LLLocal_G06 DD Total Direct Debit collections                         | Quarterly | 94,711           | 96,402           | 7,151      | 96,000         | Direct debits collected for August and September only. Swim school only started collecting in September on a very limited basis.<br><br>Monthly comparisons compared to 2019 August 46%; September 52%; October  |

| Status   | Code /Short Name                                   | Frequency | 2018/19<br>Achieved | 2019/20<br>Achieved | 2020/21<br>Q2 | 2020/21<br>Target | Notes                         |
|--|--|-----------|---------------------|---------------------|---------------|-------------------|-------------------------------|
|  |  |           |                     |                     |               |                   | 58% forecast for November 62% |
| Red<br>   | LLLocal_G07 Subsidy per Visit                      | Annually  | 38.0p               | TBC                 | -             | 49.7p             |                               |
| Green<br> | LLLocal_G08 APSE Customer Satisfaction Survey – LL | Annually  | 80%                 | 83%                 | -             | 73%               |                               |