

Report of the Managing Director Liberty Leisure Limited

**PERFORMANCE MANAGEMENT REVIEW OF BUSINESS PLAN
PROGRESS – LIBERTY LEISURE LIMITED – OUTTURN REPORT**1. Purpose of report

To report progress against outcome targets identified in the Liberty Leisure Limited Business Plan 2020/21.

2. Background

Broxtowe Borough Council's Corporate Plan 2020-2024 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.

The Council established a Local Authority Trading Company, Liberty Leisure Limited in October 2016 to deliver an efficient leisure and culture service. The company contributes to the Council's Corporate Plan priorities and objectives relating to Health.

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

Recommendation

The Committee is asked to NOTE the progress made in achieving the Business Plan for Liberty Leisure Limited and the outturn performance indicators for 2020/21.

Background papers

Nil

APPENDIX

PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

A Broxtowe Borough Council Corporate Plan for 2020-2024 was approved by Council on 4 March 2020. 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 Business Plan is reviewed annually. The Liberty Leisure Business Plan 2020/21 was noted at Leisure and Environment Committee on 22 January 2020. The Business Plan 2020/21 was approved by the Liberty Leisure Board in February 2020.

The Liberty Leisure Business Plan links to the Council's corporate priority of Health that was approved by Council on 4 March 2020. 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 Broxtowe (He3)

The Liberty Leisure Business Plan details the projects and activities undertaken in support of the Corporate Plan 2020-2024 for each the Health priority areas.

Due to coronavirus pandemic lockdowns Liberty Leisure Limited was required to close all of its leisure facilities in March 2020, December 2020 and March 2021. The majority of employees were placed on the Government's Furlough Scheme.

As a result of the lockdown, work on some key tasks and priorities in the Leisure Business Plan was delayed. The Leisure Business Plan for 2020/23 was reviewed resulting in some tasks being postponed or cancelled.

A suite of milestones and Key Performance Indicators (KPIs) was agreed that is being used to monitor progress against key tasks and targets that were reported on 25 November 2020 to this Committee.

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 has re-opened a limited number of leisure facilities in a line with COVID-19 guidelines when permitted.

The Business Plan for 2021/24 provides actions and detail of how the company will recover from the pandemic.






3. Performance Management

As part of the Council's performance management framework, the Leisure and Environment 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 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 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 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
	Data Only





Liberty Leisure Limited Key Tasks and Priorities for Improvement 2020/21



Status / Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
Completed 	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	100%	Mar-2022	The existing website is completely revamped to look modern, be fully accessible and to fully integrate with the company bookings systems including online payments/online joining. The new site went live in November 2020.
In Progress 	LL1922_G09	Introduce Les Mills Virtual Group Exercise Classes	Attract new members while improving the retention of existing fitness members	95%	Mar-2022	The company is negotiating an extended license deal with Les Mills to expand the class types that are available and to extend virtual offering until April 2022.
Completed 	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. Increase the number of direct debits collected each year.	100%	Mar-2021	The company have been working on products that will complement each other and work seamlessly with the new website. <ol style="list-style-type: none"> Gym Sales went live in February 2020. Staff will require retraining before we start to use this product post pandemic. 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.

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.

Status / Icon	Action Title	Action Description	Progress	Due Date	Comments
Completed 	Ensure that all facilities are Covid-Secure	Implement government guidance as a minimum requirement.	100%	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.
Completed 	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	100%	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. A format for the content is in place with an initial package of classes completed. These classes are being used to support the new exercise referral programme being run in partnership with the PCN. Meetings are being held with other potential partners to explore options to provide classes to other groups.
In Progress 	Enable 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	90%	Dec-20 to Mar-22	30 spaces across the three sites were made available each month. This promotion was placed on hold during the lockdowns. The opportunity is being reintroduced from May 2021 and will be ongoing.

Status / Icon	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	Diversify the company's health and wellbeing offer for the local community	Deliver a greater range of outdoor exercise opportunities Expand upon developing expertise within the company to implement a corporate health package Expand the First Aid training package	50%	Mar-2022	The company have devised a corporate 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. An outdoor 'back to exercise' programme is in place at Bramcote Leisure Centre and Chilwell Olympia.
Withdrawn 	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	N/A	Dec 2020	This action will not be progressed.
Completed 	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.	100%	Sept 2020	Create ten cubicle 'wet side' changing spaces at Kimberley Leisure Centre. Introduce 'pod' changing spaces on poolside at Bramcote Leisure Centre.
In Progress 	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	50%	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. Other opportunities to utilise daytime space at Chilwell are being investigated.

Status / Icon	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	Obtain external funding to support the operational costs of the DH Lawrence Birthplace Museum	Application made to the Arts Council Culture Recovery Fund	100%	May 2021	<p>£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.</p> <p>Due to money not being spent by the end of the financial year the Culture fund requires unspent funds to be returned.</p>
In Progress 	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.	ongoing	June 2021	The potential for some events to be delivered during the summer of 2021 is being investigated

Liberty Leisure Limited Key Performance Indicators 2020/21

The status of Key Performance Indicators has not been included in this report due to the limited time that Liberty Leisure Limited was able to operate during 2020/21. Comparisons with previous years would not be a true reflection of the efforts made to provide services.

PI Code & Short Name	Data Collected	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2020/21	Value	Notes
LLData_G05: Management Fee from the Council to Liberty Leisure Limited	Annually	£1,030k	£995k	£845k	£845k	£845k	
LLLocal_G02 Total Attendance - Liberty Leisure Limited (ALL)	Quarterly	1,720k	1,579k	231k	1,590k	TBC	2020-21 attendances affected by COVID shutdowns and ongoing restrictions to access
LLLocal_G04 Expenditure - Liberty Leisure Limited (ALL)	Quarterly	£4.236m	£4.593m	-	£4.735m	-	Liberty Leisure Ltd have forwarded a trial balance to external accountants. Finance outturn figures are expected by the end of June 2021.
LLLocal_G05 Income - Liberty Leisure Limited (ALL)	Quarterly	£3.574m	£3.638m	-	£3.866m	-	Liberty Leisure Ltd have forwarded a trial balance to external accountants. Finance outturn figures are expected by the end of June 2021.
LLLocal_G06 DD Total Direct Debit collections	Annually	94,711	96,402	11,859	96,000	-	Only collected for 3 months of the year. Collections made reduced due to cancellations received throughout the first lockdown.
LLLocal_G07 Subsidy per Visit	Annually	£0.59	£0.578	TBC	£0.497	-	Figure can only be added once the final accounts have been completed
LLLocal_G08 APSE Customer Satisfaction	Annually	80%	83%	N/A	TBC	-	Liberty Leisure Ltd are now utilising Moving Communities / Datahub as its benchmarking

PI Code & Short Name	Data Collected	Achieved 2018/19	Achieved 2019/20	Achieved 2020/21	Target 2020/21	Value	Notes
Survey - LL							service. Customer satisfaction surveys are part of this service. A recent survey was forwarded to customers, the results of this will be used to create a new benchmark.