

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 2021/22 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in appendix 1.

Recommendation

The Committee is asked to NOTE the performance and progress made in achieving the Business Plan for Liberty Leisure Limited 2021-2024.

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 "A greener, safer and healthier Broxtowe where everyone prospers." 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 2021. The Liberty Leisure Business Plan was noted at Council on 3 March 2021.

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 2021/22 (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 | 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 |

Liberty Leisure Limited Key Tasks and Priorities for Improvement 2021/2022

| Status | Action Title | Action Description | Progress | Due Date | Comments |
|--|---|---|----------|----------|---|
| In Progress  | LL1922_G04 Set up Liberty Leisure Limited as a Direct Debit Bureau | Have the ability to collect direct debits for other organisations | 0% | Mar-2022 | An invitation to tender has recently been released for the procurement of a new Leisure Management Bookings system which will aid collecting direct debits as a bureau. |
| In Progress  | LL1922_S01 Implement the Get Active Strategy | Reduce inactivity levels and increase the number of volunteers | 66% | Dec-2022 | 'Inactivity of residents with Mental Ill Health' is the focus of the work. In partnership with the local Primary care network a new referral pathway has been established for people with low level mental ill health to access fitness services. |
| In Progress  | LL2023_C01 Investigate potential partnership funding, planning potential and local support to develop a full size 3G football pitch at Chilwell Olympia | Increase attendance and income through football activities <i>This development depends on the outcome of the Council's Leisure Facilities strategy work</i> | 0% | Mar-2023 | |
| In Progress  | LL2023_E01 Complete a new Cultural Services Strategy | Provide an overview of how the museum and the events programme will be developed and delivered between 2021-2024 Develop a joined up approach to both service areas to help develop new ideas to increase community engagement. Subject to funding from BBC for an additional Events Officer | 6% | Sep-2021 | A proposal containing options for events during 2022 / 23 is being finalised to present to the Council. |

| Status | Action Title | Action Description | Progress | Due Date | Comments |
|--|---|--|------------|----------|--|
| In Progress  | LL2023_E03 Reinterpret the content and the way the museums artefacts are presented | Refresh the museum to ensure that it continues to attract visitors Increasing visits through return visits being encouraged and increased dwell time through new forms of interaction with the collection | 50% | Mar-2022 | Interpretation has been re-done in all of the rooms. We are exploring digital options including online tours. |
| In Progress  | LL2023_G02 Increasing sales from activities that are outside of the company's core activities | Extend the training opportunities that the company is able to sell to external companies. Increase income through the additional sales | 31% | Mar-2023 | Efficiencies made from first aid in 2019-20 is £2,100 Additional income from growing the first aid sales, developing new training opportunities and expanding the retail offer. Working in partnerships with • Personal Trainers • NUCO • New College Nottingham • Gym Pro |
| In Progress  | LL2023_G03 Support people who have been made redundant from work to remain physically active | Provide a short term opportunity to keep people active. This action will contribute to the outcomes detailed in the Get Active Working with Job Centre Plus | 25% | Mar-2022 | A promotional campaign will be launched in September to offer free gym sessions to those that have recently been made redundant. |

| Status | Action Title | Action Description | Progress | Due Date | Comments |
|--|---|---|-------------|----------|--|
| Completed  | LL2023_G05 Review concessionary leisure card fees | Introduce an annual charge for the use of the concessionary leisure card Aim to raise additional annual income of £ 5,600 | 100% | Mar-2022 | |
| In Progress  | LL2023_G06 Develop and implement an intranet for the company | Improve communication across the Liberty Leisure Ltd team Working with Three65 Media | 25% | Sep-2022 | Delays in development were due to COIVD-19. Due Date revised to 30 September 2022. |
| Completed  | LL2023_G07 Explore the feasibility of providing a new Exercise Referral scheme. | Ensure that if a referral scheme is implemented that it will contribute to local health and physical activity targets and is sustainable | 100% | Mar-2023 | Funding received from the PCN to deliver a 'pilot' project that started in March 2021. |
| In Progress  | LL2023_G08 Explore the feasibility of providing a new Exercise Referral Scheme | Contribute to the delivery of the Get Active strategy reducing inactivity levels in the Borough An initial estimate of 125 annual referral would provide additional £18,000 of income per year | 35% | Sep-2022 | The pilot scheme is underway with referrals coming through. Local GP's will shortly be contacting individuals who fit the referral criteria via text inviting them to self-refer to the scheme through the LLL website. |
| In Progress  | LL2023_G10 Increase children's birthday party provision. Improve and expand existing party provision. | To increase the number of birthday parties delivered across Liberty Leisure Ltd each year Increase surplus from the delivery of birthday parties by £1,200 in year one | 58% | Mar-2022 | This has been delayed due to the pandemic and leisure centre closure. Now that staff are returning from furlough the working group has reformed and scope of the project extended to include the D. H. Lawrence Birthplace Museum. |

| Status | Action Title | Action Description | Progress | Due Date | Comments |
|---|--|---|----------|----------|--|
| Assigned  | LL2023_G11 Installation of new fitness equipment at each of the leisure facility sites | Maintain existing fitness membership income Ensure equipment maintenance costs remain within existing revenue budgets Capital expenditure £600,000 Additional items include digital solutions to support customer use of the hardware, approximate costs £20k per year | 0% | Jan-2022 | Due to equipment being under-utilised during the pandemic the installation of new equipment will be delayed and implemented in two phases. The probable date to implement phase 1 being June 2023 with phase 2 being December 2024. The existing Global Servicing contract between the Council and Technogym will need to be extended to provide support for the additional period of time. Due date to be extended to March 2025 . |
| Assigned  | LL2023_S01 Formalising volunteering opportunities available through Liberty Leisure Limited | Improving the volunteer experience by introducing a new volunteer policy, online application package and personalised welcome. Increase the number of people volunteering through the company | 0% | Mar-2023 | Work ceased during the pandemic. A formal volunteer policy is ready to be adopted. Meetings will be starting with partners to discuss how best to progress access to volunteering opportunities. |
| Assigned  | LL2124_B01 Utilise vacant shop space to increase restricted leisure centre capacities for spin classes | Provide sufficient spin classes to meet demand and improve the retention of fitness customers | 0% | Mar-2023 | Delayed due to pandemic and reduced budgets. This is a flexible action and may or may not be progressed depending upon future pandemic related changes and/or outcome from the Council's Leisure Facility strategy. |

| Status | Action Title | Action Description | Progress | Due Date | Comments |
|--|--|--|------------|----------|--|
| In Progress  | LL2124_DHL01 Reduce the costs of operating the DH Lawrence Birthplace Museum and Community Events | Merge the community events and museum teams Reduce museum opening times and develop different event/activity opportunities | 27% | Sep-2021 | The community events and museum teams have been merged to reduce costs while maintaining flexibility to operate. Initial temporary reduction in museum opening times while different event/activity opportunities are explored for example LLL are investigating the potential of using the outdoor garden area for events, weddings and afternoon teas which may change. |
| In Progress  | LL2124_G01 Grow fitness and swim school memberships | Recover income lost during the lockdowns to return the company's finances to pre pandemic levels Working with partners | 28% | Mar-2024 | Gym only direct debits have increased by 23% since the start of April from 2,586 to 3,164 per month. The number of direct debits collected since the start of the pandemic dropped to 43% of the total at its worst. At the end of June 2021 the number of direct debits compared to pre pandemic is 65%. Swim School is now at 85% of its pre pandemic levels. |
| In Progress  | LL2124_G02 Improve financial efficiency by reviewing the provision of services provided to the company by Broxtowe Borough Council | Improve financial efficiency in the provision of financial support. Identify opportunity to share financial savings in other services provided by the Council to the Company | 9% | Jun-2022 | The new financial management product is identified; project plan is complete. £25,000 saving based on charges agreed for financial services in 2021-22. Total annual saving to Liberty Leisure Limited will be £45K |
| In Progress  | LL2124_G04 Develop new partnerships to increase utilisations of vacated space | Recover lost income following the lockdowns by generating new business utilising vacated spaces Development of targeted activity for vulnerable people activity at Chilwell Olympia | 37% | Mar-2023 | Targets of £10,000 income during 2021-22 and £20,000 income during 2022-23. Positive new partnerships are being developed with Connect Health (NHS Physio provider), the PCN and Notts Public Health provider. |

| Status | Action Title | Action Description | Progress | Due Date | Comments |
|--|--|---|----------|----------|--|
| In Progress  | LL2124_K01 Re use partially developed space to add changing capacity for public and swim lessons at Kimberley Leisure Centre (KLC) | To enable KLC to maximise its swimming income potential for 2021/22 | 12% | Mar-2022 | Expected swim income without the development is £14,600 per month. Additional income and staff savings with the development is £6,550 per month. Cost of development is £36,300 Payback period 6 months from completion of the project. £41,400 surplus (post COVID-19 comparisons). |

Liberty Leisure Limited Critical Success Performance Indicators 2021/22

| Status | Code /Short Name | Frequency | 2019/20 Achieved | 2020/21 Achieved | 2021/22 Q1 | 2021/22 Target | Notes |
|--|---|-----------|------------------|------------------|------------|----------------|---|
| Data Only  | LLData_G02 Total Attendance - Liberty Leisure Limited | Annually | 1,685,140 | 237,626 | 180,776 | 1,750,00 | Leisure Centred were closed due to COVID-19 in 2020/21. |

Liberty Leisure Limited Key Performance Indicators 2021/22

| Status | Code /Short Name | Frequency | 2019/20 Achieved | 2020/21 Achieved | 2021/22 Q1 | 2021/22 Target | Notes |
|--|--|-----------|---------------------|------------------|------------|----------------|---|
| Red  | LLLocal_G06 Total number of Annual Direct Debit collected | Quarterly | 47,665 (Sep-19) | 19,238 | 13,394 | 73,000 | Collected for 3 months in 2020/21. Collections made reduced due to cancellations received throughout the first lockdown. |
| Green  | LLLocal_G05 Total Income (Excluding Management Fee) | Quarterly | £7,046k (Feb-20) | £2.657m | £0.724m | £2.468m | Leisure reopened in April 2021 and a proportion of the income in quarter 1 2021/22 is from the government's Coronavirus Job Retention Scheme. |
| Green  | LLLocal_G04 Operating Expenditure (Including Central Charges) | Quarterly | £4,593m | £4.118m | £0.657m | £3.830m | |
| Data Only  | LLData_G05 Management fee from the Council to Liberty Leisure Ltd | Annually | £995K | £845K | - | £1.362m | |

There is limited data available for 2020/21 due to the COVID-19 restrictions requiring Leisure Facilities to be closed.

Targets set for 2021/22 have taken into consideration the impact on Liberty Leisure services during the pandemic. Progress will be reviewed at the end of quarter 1 2021/22 to evaluate the targets for the year.

Data for the following PIs is collected annually and was not collected in 2020/21.

- **LLData_G06** Subsidy per Visit - (*Broxtowe Borough Council's subsidy based on the annual management fee paid to the Liberty Leisure Ltd*)
- **LLLocal_G07** Subsidy per Visit - (*Liberty Leisure Ltd subsidy based on operating incomes and expenditures*)
- **LLLocal_G08** APSE Customer Satisfaction Survey – (*Customer Satisfaction for combined leisure sites*)