

## Report of the Managing Director Liberty Leisure Limited

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

To report progress against outcome targets identified in the Liberty Leisure Business Plan and to provide an update as to the latest key performance.

2. Background

The Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety are produced and approved on an annual basis.

The Council established a local authority trading company, Liberty Leisure Limited on 1 October 2016 to deliver an efficient leisure and culture service. The company is required to contribute 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 and financial outturns are considered together 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 Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2017/18 and the latest data relating to 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 and the current Key Performance Indicators for 2017/18.**

Background papers

Nil

## APPENDIX

## PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

A new Corporate Plan for 2016-2020 was approved by Cabinet on 9 February 2016. It has been developed setting 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 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 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 links to the Council's corporate priority of Health that was approved by the respective Committee at meetings held in January and February 2017.

The Council's priority for Health is 'People in Broxtowe enjoy longer, active and healthy lives'. Its objectives are to:

- Increase the number of people who have active lifestyles (He1)
- Work with partners to improve the health of the local population (He2)
- Reduce alcohol related harm in Broxtowe (He3)

The Liberty Leisure Business Plan details the projects and activities undertaken in support of the Corporate Plan 2016-2020 for the Health priority area. The business plan covers a three-year period but will be revised and updated annually. A suite of milestones and Key Performance Indicators (KPI) is used to monitor progress against key tasks and targets.

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 2017/18 (as extracted from the Pentana

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

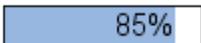
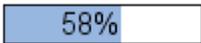
The Council and Liberty Leisure monitor performance using the Pentana performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber and green traffic light symbols that are utilised to provide an indication of performance at a particular point in time.

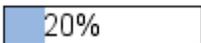
The key to the symbols used in the Pentana performance reports is as follows:

Action Status Key		
	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

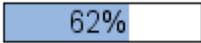
Key Performance Indicator and Trends Key			
	Alert		Improving
	Warning		No Change
	Satisfactory		Getting Worse
	Unknown		Data Only

## Liberty Leisure Key Tasks and Priorities for Improvement 2017/18

Status Icon	Pentana Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	BPT1518_A01	Review current annual events programme	Implement a new borough wide programme of events		30-Sep-2018	Changes for 2018 events have been made. Report updating Leisure and Environment Committee completed.
	LL1720_B01	Liberty Leisure Swim School	Improve the quality of the Liberty Leisure Swim School		31-Mar-2020	Due date revised from 31 March 2019 to 31 March 2020 due to changes within Swim England's Guidelines.
	LL1720_C01	Squash Court Conversion	Create additional space to expand fitness classes and birthday party offering		31-Dec-2017	Final phase of project completed with spinning classes being delivered from 2 January 2018
	LL1720_G01	Review Gymnastics & Trampoline Programme	Increase attendances, surplus and income		31-Mar-2019	Part Time Coach Development Officer appointed.
	LL1720_G02	Personal Training	Introduce a personal training service at Bramcote, Chilwell and Kimberley Leisure Centre		31-Mar-2019	Marketing Plan being developed to promote Personal Trainer Service. Scheduled launch date of 30 September 2018.
	LL1720_G03	Improve Gym Membership Retention	Implement a digital customer journey and management tool		31-Jul-2018	Final planned purchase is being reviewed to assess if the product is Value for Money.
	LL1720_G04	Liberty Leisure Operational Strategy	Develop an overarching strategy for Liberty Leisure to plan the development and deployment of staff, future use of Technology, Marketing and activity delivery		30-Sep-2018	Staff being consulted on draft document.

Status Icon	Pentana Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	LL1720_G05	Review Central Support Function	Streamline back office functions and improve financial efficiencies		31-Mar-2020	Savings achieved for 2017/18. Requirements and charges being reviewed for 2018/19 and 2019/20.
	LL1720_G06	Potential to grow business opportunities	Investigate potential to grow business opportunities beyond the existing scope of the service		31-Mar-2019	Mobile App and Customer booking integrations underway. Specification for online event booking platform agreed. Partners made aware of our potential to collect Direct Debits.
	LL1720_S01	10k Run Event	Add a 10k run to the existing fun run/5k run on Bramcote Hills Park		31-Dec-2018	

**Key Tasks and Priorities for Improvement in Liberty Leisure Limited Business Plan 2017/18 for which Broxtowe Borough Council has responsibility for undertaking**

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	BPT1417_K01	Maintain quality of child and youth fitness provision	Procure replacement equipment for Vibe Youth Gym at 5 year replacement point		31-Jul-2018	The replacement of equipment is not included in the capital programme for 2018-19.
	HE1620_B01	Refurbish Health Suite at Bramcote Leisure Centre	Refurbish Health Suite at Bramcote Leisure Centre		17-Sep-2017	Spa fully open and functioning on 2 January 2018

## Liberty Leisure Key Performance Indicators 2017/18

Status Icon	PI Code & Short Name	2016/17	2017/18	Target	Short Term Trend	Long Term Trend	Notes
	LLLocal_G02 Total Attendance - Liberty Leisure (ALL)	1,687,714	1,716,961	1,689,406			2015/16 = 1,707,346
	LLLocal_B01 Bramcote Leisure Centre - TOTAL Attendance	700,740	693,744	647,796			2017/18 target was set lower due to a projected drop in attendance as a result of the health suite refurbishment closure. Swim lessons have performed better than expected and the target will need revising for 2018/19.
	LLLocal_C01 Chilwell Olympia - TOTAL Attendance	401,640	405,625	378,447			
	LLLocal_K01 Kimberley Leisure Centre - TOTAL Attendance	568,677	560,064	581,544			Reduction in primary schools swimming programme (day time) has resulted in fewer attendances. Slight reduction in swimming attendances and football attendances. Emergency pool closure for urgent maintenance to pipework in December 2017. Teaching pool closed for 3 weeks and main pool closed for 1 week.
	LLLocal_H01 Total Heritage Attendance	1,774	3,089	1,650			Figures are up on previous year due to membership of the Historic Houses Association.
	LLLocal_E08 LL Events: Participants in Events Activities	30,937	52,422	54,624			Poor weather has impacted on event attendance this year. A new event 'Beeston-on-Sands' was well attended over the summer period.

Status Icon	PI Code & Short Name	2016/17	2017/18	Target	Short Term Trend	Long Term Trend	Notes
	LLLocal_S01 Get Active : TOTAL Attendance	11,811	2,017	11,544			Only Sports Events took place during 2017 due to maternity leave and vacancies.