

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 2020-24 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 the appendix.

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

PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Corporate Plan for 2020-2024 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 / Posponed	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	<p>The team are part way through the procurement process for a new Leisure Management Bookings system which will aid collecting direct debits as a bureau.</p> <p>Implementation of the Leisure Management System will be moved to September 2022 affecting the deadline for this action which will need to be rescheduled.</p>
In Progress 	LL1922_S01 Implement the Get Active Strategy	Reduce inactivity levels and increase the number of volunteers	66%	Dec-2022	The Get Active Team are currently focusing on supporting those with low level mental ill health, both through a GP referral scheme in partnership with the local Primary Care Network and the development of a well-being hub at Chilwell Olympia.
In Progress 	LL2023_C01 Investigate potential partnership funding, planning potential and local support to develop a full size 3G football pitch at Chilwell Olympia	<p>Increase attendance and income through football activities</p> <p><i>This development depends on the outcome of the Council's Leisure Facilities strategy work</i></p>	0%	Mar-2023	

Status	Action Title	Action Description	Progress	Due Date	Comments
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. Draft Cultural Strategy to be shared with the Council for feedback in December with a final version to be completed for the next available committee meeting.
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	62%	Mar-2023	First aid courses are currently being delivered to LLL and Broxtowe staff by LLL. A promotional/ sales campaign is due to be launched to shortly to acquire delegates from other organisations. Working in partnerships with <ul style="list-style-type: none"> • Personal Trainers • NUCO • New College Nottingham • Gym Pro


Status	Action Title	Action Description	Progress	Due Date	Comments
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	50%	Mar-2022	A promotional campaign is in place to offer free gym sessions to those that have recently been made redundant.
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 COVID-19. Due Date extended to 30 September 2022.
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	58%	Sep-2022	The pilot scheme is underway with referrals coming through. A suite of health specific workshops are being developed to provide a variety of exercise options for people being referred.
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	New party types identified, staff trained to deliver these. Customers attending 'test' parties to provide feedback for improvement before new packages go live. The website is being developed to incorporate a customer choice journey to identify the most suitable party type for their child.

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%	Mar-2025	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. Company have received quote from Technogym to extended the global servicing contract. A report will be presented to the December Finance and Resource committee
In Progress 	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	33%	Mar-2023	Volunteer policy updated and opportunities being identified. Website being updated with new information and signing up process.
Cancelled 	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	This action was to provide additional exercise class space required by the COVID-19 regulations resulting in significantly lower capacity at the Leisure Centres. The COVID-19 regulations have now been lifted therefore this action is no longer required.


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	83%	Mar-2022	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. Due Date extended from September 2021.
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	22%	Mar-2024	Gym only direct debits have increased by 37% since the start of April from 2,586 to 3,522 to the end October. This is 72% of the pre-pandemic figure. Swim School is 94% of its pre pandemic levels at the end of October
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	Finance service provision is being reviewed. Alternative provision identified. Further meetings are planned to discuss provision further with the Head of Finance Provision of DBS checking is being reviewed with the HR Manager with savings identified
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	Work is underway to identify a variety of small independent businesses to utilise the vacant treatment rooms at Bramcote Leisure Centre. Discussions are taking place with Connect Health to utilise space at Chilwell Olympia for one day each week to deliver Physiotherapy services

Status	Action Title	Action Description	Progress	Due Date	Comments
Postponed 	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	Currently on hold due to the termination of the joint use agreement on April 2022.

Liberty Leisure Limited Critical Success Performance Indicators 2021/22

Status	Code /Short Name	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Q2	2021/22 Target	Notes
Data Only 	LLData_G02 Total Attendance - Liberty Leisure Limited	Annually	1,685,140	237,626	253,627 (July 2021)	1,750,00	Q1 180,814 Q2 226,149 Revised forecast for Q3 and Q4 gives a total annual forecast of 923,000 attendances

Liberty Leisure Limited Key Performance Indicators 2021/22

Status	Code /Short Name	Frequency	2019/20 Achieved	2020/21 Achieved	2021/22 Year to Date	2021/22 Target	Notes
Amber 	LLLocal_G06 Total number of Annual Direct Debit collected	Quarterly	47,665 (Sep-19)	25,208	31,058	73,000	Q1 13,204 Q2 17,854 Forecast for Q3 and Q4 gives a total annual forecast of 69,500 direct debits
Green 	LLLocal_G05 Total Income (Excluding Management Fee)	Quarterly	£7,046k (Feb-20)	£2.657m	£1.436m	£2.468m	Income is on track to exceed the original budget forecast
Green 	LLLocal_G04 Operating Expenditure (Including Central Charges)	Quarterly	£4,593m	£4.118m	£1.569m	£3.830m	Figures to September 2021. The 6-month expenditure does not include some significant one off annual commitments. Forecast for annual expenditure is for a small overspend however this will be mitigated by expected additional incomes.
Data Only 	LLData_G05 Management fee from the Council to Liberty Leisure Ltd	Annually	£995K	£845K	£845K	£1.362m	The target figure is the amount that was identified in the original management agreement

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*)