

Report of 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.

2. Background

The Broxtowe Borough Council Corporate Plan 2016-2020 was approved by Cabinet on 9 February 2016. The current Business Plans linked to the five corporate priority areas of Housing, Business Growth, Environment, Health and Community Safety were approved by the respective Committees in January/February 2017.

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 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 and financial outturns are considered together following the year-end.

This quarterly 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 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 Limited and the current Key Performance Indicators for 2017/18.

Background papers

Nil

APPENDIX

PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Broxtowe Borough Council 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 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 Limited Business Plan is reviewed and refreshed annually. This Committee approved the Liberty Leisure Business Plan 2017-2020 on 31 January 2017. The Business Plan links to the Council's corporate priority of Health that was approved by the Overview and Scrutiny Committee in February 2016. 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 Limited 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 (KPIs) will be used to monitor progress against key tasks and targets. During the first full trading year of the company a thorough review of the performance monitoring will be 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, 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 (KPIs).


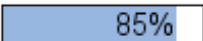









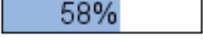

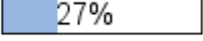
The Council and Liberty Leisure Limited monitor performance using the Pentana performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a 'view only' basis. Members will be aware of the red, amber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


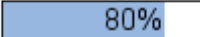

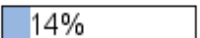

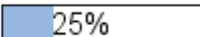

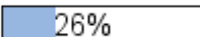
The key to the symbols used in the Pentana Performance reports is as follows:

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


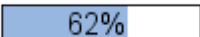


Key Performance Indicator and Trends Key			
	Alert		Improving
	Warning		No Change
	Satisfactory		Getting Worse
	Unknown		Data Only



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

Status Icon	Action 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	Consultation on event programme is underway. Potential programme changes for 2018 have been identified.
	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 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	The Final Phase of project completed with Spinning Classes being delivered from 2 January 2018.
	LL1720_K01	Fast Track Kiosk at Kimberley Leisure Centre	Reduce queuing times to improve the experience of members accessing the fitness facilities		31-Mar-2019	Funding for kiosk requires identifying to move project forwards. Alternative technology to be reviewed before deciding to move project forwards.
	LL1720_S01	10k Run Event	Add 10k run to the existing fun run and 5k run on Bramcote Hills Park		31-Dec-2018	Completed.
	LL1720_G01	Review Gymnastics & Trampoline Programme	Increase attendances, surplus and income		31-Mar-2019	Existing programme and course stage criteria reviewed across all sites. 'Clarity Live' introduced to manage Gymnastics and Trampoline course at Chilwell Olympia and Kimberley Leisure Centre. 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	Additional milestones for this action added resulting in an appearance of reduction in progress. Discussions with HR regarding employment status extended timescales. Awaiting external consultant's advice.

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	LL1720_G03	Improve Gym Membership Retention	Implement a digital customer journey and management tool		31-Mar-2018	Integrations of Prescribe and Tanita applications completed and launched 2 January 2018. Due date brought forward from 31 July 2018.
	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	Due Date Revised from March 2018 to align with Board meeting cycle.
	LL1720_G05	Review Central Support Function	Streamline back office functions and improve financial efficiencies		31-Mar-2020	Detail of estimated charges by service area and function agreed with service heads. First report presented to GMT. Savings achieved.
	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 are underway. New online event options are being reviewed.













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. Due date revised from 31 March 2018.
	BPT1518_G01	Review Financial Consequences of the Leisure Facilities Strategy	Review finances of moving from three leisure centres to two		18-Mar-2018	The project is on hold pending strategy and funding from the Council.

Status Icon	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	HE1620_B01	Refurbish Health Suite at Bramcote Leisure Centre	Refurbish Health Suite at Bramcote Leisure Centre	<div style="width: 100%; background-color: #4F81BD; color: white; text-align: center;">100%</div>	17-Sep-2017	The Health Suite was fully opened on 2 January 2018.
	HE1620_B02	Continue to operate efficiently at Bramcote Leisure Centre	Continue to operate efficiently at Bramcote Leisure Centre	<div style="width: 0%; background-color: #4F81BD; color: white; text-align: center;">0%</div>	31-Mar-2020	The existing Combined Heat and Power Unit will remain operational until 2020. Planning for the replacement of the Combined Heat and Power Unit will begin in 2018.

The above actions are included in this report for transparency as they are present in the Liberty Leisure Limited Business Plan 2017/20 approved by the Leisure and Environment Committee on 23 January 2017.

Liberty Leisure Limited Key Performance Indicators 2017/18

Status Icon	PI Code & Short Name	2016/17	Q2 2017/18	Q3 2017/18	Current Target	Short Term Trend	Long Term Trend	Notes
	LLLocal_G02 TOTAL Attendance - Liberty Leisure (ALL)	-	420,722	409,081	834,850			New method of data collation shows overall attendances for Liberty Leisure.
	LLLocal_B01 Bramcote Leisure Centre - TOTAL Attendance	700,740	182,236	161,601	161,949			Overall attendance is up after some lower totals at the start of the year.
	LLLocal_C01 Chilwell Olympia - TOTAL Attendance	401,640	88,718	102,836	104,811			Figures slightly down mainly due to a reduced attendance in September. Attendance expected to follow targets for the rest of the year.
	LLLocal_E08 LL Events: Participants in Events Activities	-	39,297	8,600	19,148			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	Q2 2017/18	Q3 2017/18	Current Target	Short Term Trend	Long Term Trend	Notes
	LLLocal_H01 Total Heritage Attendance	1,774	1,140	734	450			Attendances have increased from previous year due to membership of the Historic Houses Association.
	LLLocal_K01 Kimberley Leisure Centre - TOTAL Attendance	568,677	131,100	134,818	135,901			Reduction in primary schools swimming programme (day time) has resulted in fewer attendances.
	LLLocal_S01 Get Active : TOTAL Attendance	11,811	49	492	2,886			Data formula changed to calculate figures now done automatically.
	LLLocal_B02 Bramcote Leisure Centre : Subsidy per head per visit	-£ 0.35	-	-	-£0.13			<p>Note:</p> <p>The Liberty Leisure Limited Board has agreed a series of new Measures of Performance. As such, these existing indicators are no longer applicable and will not be collected.</p> <p>Baseline data is currently collected being for the new Performance Indicators, which will be reported from April 2018 on the following:</p> <ul style="list-style-type: none"> • Total Attendance • No. of Direct Debits collected • Inactive Adults in the Borough % • Total Expenditure • Total Income • APSE Customer Satisfaction
	LLLocal_B03 Bramcote Leisure Centre : Operational Recovery Ratio	117.66%	-	-	118%			
	LLLocal_C02 Chilwell Olympia: Subsidy per head per visit	£ 0.26	-	-	£0.18			
	LLLocal_C03 Chilwell Olympia: Operational Recovery Ratio	83.15%	-	-	85%			
	LLLocal_K02 Kimberley Leisure Centre : Subsidy per head per visit	£ 0.23	-	-	£0.26			
	LLLocal_K03 Kimberley Leisure Centre : Operational Recovery Ratio	90.36%	-	-	89%			
	LLLocal_E01 LL Events : Subsidy per head per visit	£ 4.78	-	-	£6.25			
	LLLocal_H02 Subsidy per head per visit	£100.46	-	-	£68.00	