

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

Broxtowe Borough Council's 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 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 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's Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2018/19 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in the appendix.

The second quarter of 2018/19 reports that footfall is lower than anticipated. The number of payments by Direct Debit have increased. Progress has been made in on key tasks throughout quarter 2.

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 2018/19.

Background papers

Nil

APPENDIX

PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

A 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 Business Plan is reviewed annually with the latest Business Plan being approved by the Liberty Leisure Board in February 2018. The Liberty Leisure Business Plan was approved at Full Council on 7 March 2018.

The Liberty Leisure Business Plan links to the Council's corporate priority of Health that was approved by the Overview and Scrutiny Committee on 1 and 3 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 Business Plan details the projects and activities undertaken in support of the Corporate Plan 2016-2020 for each 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 2018/19 (as extracted from the Pentana performance management system). It also provides the latest data relating to Key Performance Indicators (KPIs).


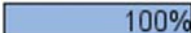

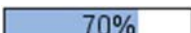



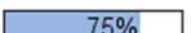




The Council and Liberty Leisure Limited monitor performance using the Pentana performance management system. Members have been provided with access to the system via a generic user name and password, enabling them to interrogate the system on a ‘view only’ basis. Members will be aware of the red, amber 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 2018/19

Status	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	New events, particularly Pop up Cinemas have proven a success and will be developed for 2019/20.
	LL1720_G01	Review Gymnastics and Trampoline Programme	Increase attendances, surplus and income		31-Mar-2019	Specific parent and toddler sessions have recently been launched to introduce the sport from a young age.
	LL1720_G02	Personal Training	Introduce a personal training service at Bramcote, Chilwell and Kimberley Leisure Centre		31-Mar-2019	Personal training launched on 20 September 2018. Initial feedback is positive and a full review will take place after 6 months
	LL1720_G04	Liberty Leisure Limited Operational Strategy	Develop an overarching strategy for Liberty Leisure Limited to plan the development and deployment of staff, future use of Technology, Marketing and activity delivery		30-Nov-2018	Staff consultation complete. All draft strategies will be completed by November 2018.
	LL1720_G05	Review and where appropriate implement changes to Central Support Functions	Streamline back office functions and improve financial efficiencies		31-Mar-2020	Draft service level agreements for five central functions are being developed.
	LL1720_G06	Investigate Potential to grow business opportunities beyond the existing scope of the service	To Improve efficiencies of Liberty Leisure Limited		31-Mar-2019	A review of the cost involved to collect direct debits as a bureau for third parties is currently underway. A broader options paper of potential development opportunities is underway.

Status	Action Code	Action Title	Action Description	Progress Bar	Due Date	Comments
	LL1720_K01	Fast Track Entry System at Kimberley Leisure Centre	Reduce queuing times to improve the experience of members accessing the fitness facilities	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 44%;"></div></div> 44%	31-Mar-2019	Order placed for preferred solution.
	LL1821_B01	Bramcote Spa	Additional sales of new treatment room.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 40%;"></div></div> 40%	31-Mar-2020	Refurbishment has been specified and quotes received.
	LL1821_CO1	Implement the Get Active Strategy	Reduce Inactivity levels and increase the number of volunteers	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 14%;"></div></div> 14%	31-Dec-2021	Work underway to recruit into the two vacant Sports Development posts who will be responsible for delivering the strategy.
	LL1821_E01	DHL Museum and Shop	To increase income through retail sales.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 25%;"></div></div> 25%	31-Mar-2020	A recently vacated position has presented the opportunity to review the establishment with more flexibility.
	LL1821_G02	Implement a Programme of digital improvements to improve member retention increasing the number of direct debit fitness memberships	Increase the number of our members who are active each month. Increase the total number of direct debits collected each year.	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 18%;"></div></div> 18%	30-Mar-2020	A first stage events booking platform is currently under review. Aiming to implement early 2019.
	LL1821_K01	Provide accredited in house First Aid at Work for Liberty Leisure Limited employees	Deliver all of the First Aid requirements for Liberty Leisure Limited staff	<div style="border: 1px solid black; width: 100px; height: 20px; background-color: #e0e0e0; position: relative;"><div style="background-color: #4f81bd; width: 7%;"></div></div> 7%	31-Mar-2020	Training Provider NUCO and associated courses have been identified.

Liberty Leisure Limited Key Performance Indicators 2018/19

Status	PI Code & Short Name	Data Collected	2016/17	2017/18	Q2 2018/19		Sept 2018	Trend	Notes
					Value	Target	Value		
	LLData_G05 Management Fee from the Council to Liberty Leisure	Annually	£1.250m	£1.160m	-	-	-	Positive	Management fee of £1,030,000 paid to Liberty Leisure Limited for 2018/19.
	LLLocal_G02 Total Attendance - Liberty Leisure Limited (ALL)	Quarterly	-	1.709m	427,342	429,349		Negative	Figures are slightly lower due to a delay in implementing the Get Active Strategy as a result of vacant posts.
	LLLocal_G04 Expenditure - Liberty Leisure Limited (ALL)	Quarterly	-	£4.396m	£0.962m	£1.127m	-	Positive	Figures are provisional taken from the general ledger and are subject to final accounting. Underspend will be utilised over the winter period on planned maintenance and implementing business developments.
	LLLocal_G05 Income - Liberty Leisure Limited (ALL)	Quarterly	-	£4.583m	£0.869m	£1.111m	-	Positive	Figures are provisional taken from the general ledger and are subject to final accounting. The management fee is included pro-rata. Additional income achieved from overachieving in fitness and swim school memberships.
	LLLocal_G06 DD Total Direct Debit collections	Annually	83,777	88,281	47,186	44,148	7,912	Positive	Compared to 7,264 to the end September 2017.
	LLLocal_G07 Subsidy per Visit	Annually	0.74	0.58	-	-	-	Positive	Figures calculated annually.
	LLLocal_G08 APSE Customer Satisfaction Survey - LL	Annually	70%	-	-	-	-	-	Survey was not completed in 2017/18. This will resume on 2018/19.