

APPENDIX 2

PERFORMANCE MANAGEMENT – LIBERTY LEISURE LIMITED

1. Background - Corporate Plan

The Broxtowe Borough Council Corporate Plan for 2020-2024 was approved by Council on 4 March 2020. It has been developed setting out the Council's priorities to achieve its vision to make "A greener, safer, healthier Broxtowe where everyone prospers." 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 annually. The Business Plan 2023/24 was approved by the Liberty Leisure Limited Board in January 2023. The Liberty Leisure Limited Business Plan 2023/24 was noted at Full Council on 4 March 2023.

The Liberty Leisure Limited Business Plan links to the Council's corporate priority of Health that was approved by Council on 4 March 2020. 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 in Broxtowe (He3)

The Liberty Leisure Limited Business Plan details the projects and activities undertaken in support of the Corporate Plan 2020-2024 for each the Council's Health priority areas.






3. Performance Management

This report provides a summary of the progress made to date on key tasks and priorities for improvement in 2023/24 (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 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 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- Performance Indicators 2022/23


Status	Code / Indicator	Frequency	2021/22 Achieved	2022/23 Achieved	2023/24 Q2 Value	2023/24 Q2 Target	Notes
Data Only 	LLData_G05 Management Fee from the Council to Liberty Leisure Limited	Annually	£0.845m	£0.845m	£0	£0.260m	The company manage its finances through a monthly cash flow review. The management fee is requested when the company's balance falls below £250k. To the end of quarter 2 the company has not requested any management fee. The first request will be made in quarter 3.
Amber 	LLLocal_G02 TOTAL Attendance - Liberty Leisure Limited (ALL)	Monthly	913,122	974,368	437,783	450,000	Attendance target is adjusted to reflect the reporting is now leisure centres and Get Active only.
Green 	LLLocal_G04 Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	£3.466m	£3.886m	£1.565m	£1.877m	Actual expenditure excludes outstanding items such as VAT; Council Service Charge and the latest Utilities. Outstanding expenditures and the overall company balances are monitored through monthly cash flow monitoring.
Green 	LLLocal_G05 TOTAL Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3.350m	£ 3.771m	£1.597m	£1.625m	Income is improving month on month following a number of cancellations at the start of April 2023 following price increases.
Amber 	LLLocal_G06 DD Total Number of Annual Direct Debits collected	Monthly	69,199	81,571	42,754	47,000	DD collections are below the 2023/24 target but above the figure achieved in 2022/23. Price rises in April resulted in a number of member cancellations, however the yield per member is increased and incomes are gradually catching up with the original target.
Red 	LLLocal_G07 Subsidy per Visit - all service areas	Annually	£ 0.497	£ 0.481	-	£ 0.99	Data will be reported at the end of the financial year.
Green 	LLLocal_G12 Total number of members (Fitness and Swim School)	Monthly	7,149	7,214	7,615	8,170	Implementing initiatives to improve sales and retention such as increased contacts with new customers and online joining linked to specific promotions are supporting the growth in total members.

Status	Code / Indicator	Frequency	2021/22 Achieved	2022/23 Achieved	2023/24 Q2 Value	2023/24 Q2 Target	Notes
Amber 	LLLocal_G13 Percentage of Direct Debits collected	Annually	98.1%	96.79%	-%	98.40%	Data will be reported at the end of the financial year
Not known 	LLLocal_G14 Subsidy per visit - Leisure Centres	Annually	-	-	-	£0.44	Data will be reported at the end of the financial year



Liberty Leisure Limited – Actions 2023/24 – Current Business

Status	Code and Action	Action Description	Progress	Due Date	Comments
Complete 	LL2023_G02 Implement a first aid training programme	Extend the training opportunities that the company is able to sell to external companies. Increase income through the additional sales	100%	May-2023	First aid courses are being delivered to LLL and Broxtowe staff. Additional staff are being identified to be trained in first aid teaching. Marketing plans are to be implemented to increase the sales of first aid places.
Complete 	LL2023_G08 Continue to implement the 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	100%	Aug-2023	LLL now employ 3 members of staff who work full time hours between them delivering the Exercise Referral programme. Over 370 people are current members on the Exercise Referral programme.
In Progress 	LL2225_G01 Support Broxtowe Borough Council in the development of the Leisure Facilities Strategy	Liberty Leisure Limited provide operational expertise to the council to ensure that any new facilities have an achievable business plan, that design and layout will meet customer expectation and enable efficiencies to be achieved	10%	Ongoing	The company have provided feedback on the proposed facility mix along with financial data for a proposed new building. Data is checked by the council's finance consultant for accuracy at the time of completion.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2225_K01 Operate alternative leisure provision from the existing Kimberley Leisure Centre site	Continue to provide fitness and swim facilities for community use during the day and evenings	91%	Mar-2025	Negotiations with regard to the continued operation from April 2024 – March 2025 expected to be completed by the end of November 2023.
In Progress 	LL2225_S01 Review the existing Get Active Strategy to ensure relevance following the pandemic	Provide opportunities for inactive people and those experiencing health or social inequalities to be more active.	62%	April-2024	Consultation with stakeholders, staff changes and a focus on Exercise Referral have resulted in significant changes to the plan being required. Due date to be extended from July 2023 in line with further consultation once date has been agreed.
In Progress 	LL2326_G01a Grow fitness memberships	To continue to recover income lost during the lockdowns by increasing direct debit collections from fitness and gym school membership	85%	Aug-2024	Fitness memberships reduced when the price change was introduced. Memberships have recovered with memberships at the end of quarter 1 being more than at the end of 2022/23.
In Progress 	LL2326_G01b Grow Swim School memberships	Complete a review with the aim of increasing the total number of people learning to swim and to improve the efficiencies in delivering the Swim School programme	88%	Aug-2024	Swim memberships reduced when the price change was introduced. Memberships have been recovering during quarter 1 with memberships at the end of quarter 1 being more than at the end of 2022/23. Due date extended from March 2024 to align with fitness memberships.
Complete 	LL2326_G02 Implement Price Changes	Increase the overall operational income to mitigate against expenditure increases resulting from the cost of living crisis	100%	Mar-2024	Price changes were introduced in April 2023.
In Progress 	LL2326_G03 Implement Direct Debit Bureau	To increase the total income surplus created by the company's operations	26%	Mar-2026	Costs and processes have been identified to further inform the planning. Work is underway with Barclays Bank and the company's Leisure Management system providers to work through the completion of background processes. Working through different delivery options to determine the most efficient way to proceed.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2326_G04 With external support review a range of potential operating efficiencies	To identify achievable operating efficiencies to be implemented	52%	Mar-2024	Implementation of a range of operating efficiencies is underway. Areas being reviewed and implemented includes, Staff deployment, changes to operating licenses, opening hour at Chilwell Olympia and the use of a new Swim School accreditation provider. LLL Board of Directors updated on progress at the meeting held in October 2023.

Liberty Leisure Limited – Actions – For Broxtowe Borough Council

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	BBC2022a Review the existing Management Agreement between Broxtowe Borough Council and Liberty Leisure Limited	To have an updated agreement that accurately details the roles and responsibilities of Broxtowe Borough Council and Liberty Leisure Limited in the provision of leisure in Broxtowe	20%	Sept-2023	Work on specific priorities has been completed: <ul style="list-style-type: none"> • Review payment schedules • Agree a reserve policy • Explore corporation tax liabilities • Repairs and renewals governance agreed at meetings with Head of Asset Management every six months. The overall management agreement still requires a review with this best being completed once different potential leisure facility developments have been completed
In Progress 	BBC2022c Replacement Gym Equipment	Provide a scope of the equipment required, digital capabilities, meet with suppliers, site visits, support with scoping the details of a procurement. Redesign available gym space and work with the contractor to ensure installation is to specification and on time	42%	Mar-2025	The implementation has been delayed until 2024/25. A range of options have been explored to provide the most efficient way to implement a change of gym equipment to account for the development at Hickings Lane and future changes within the existing leisure facility stock. Capital submission submitted 27 October 2023.