

**PERFORMANCE MANAGEMENT – LIBERTY LEISURE LIMITED**1. Background - Corporate Plan

A 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 ensures that 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 Broxtowe (He3)

The Liberty Leisure Limited Business Plan details the projects and activities undertaken in support of the Corporate Plan 2020-2024 for 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 Risk' 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 2023/24**



Status	Code / Indicator	Frequency	2021/22 Achieved	2022/23 Achieved	2023/24 Achieved	2023/24 Target	Notes
Data Only 	<b>LLData_G05</b> Management Fee from the Council to Liberty Leisure Limited	Annually	£845,000	£ 700,000	£ 519,000	£ 519,000	The Company manages its finances through a monthly cash flow review. The management fee is requested when the Company's balance falls below £250k. The first request was made in quarter 3 (£3180,000). The remainder was paid in quarter 4 2023/24.
Green 	<b>LLLocal_G02</b> TOTAL Attendance - Liberty Leisure Limited (ALL)	Monthly	913,122	948,068	927,716	900,000 (revised)	Achieved attendance target.
Amber 	<b>LLLocal_G04</b> Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	- £ 3,466K	-£3,886K	-£3,907K	- £3,832K	Savings on staffing due to re structure and careful controlling of expenditure budgets
Green 	<b>LLLocal_G05</b> TOTAL Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£ 3,350K	£3,071K	£3,356K	£3,244K	Achieved revised income budget with increased gym membership sign ups, swim lesson income and pitch hire.
Red 	<b>LLLocal_G06</b> DD Total Number of Annual Direct Debits collected	Monthly	69,199	81,571	83,767	90,000	Below target for number of collected Direct Debits, however, due to increased yield per member, the Company has have achieved the revised income target
Green 	<b>LLLocal_G07</b> Subsidy per Visit - all service areas	Annually	£ 0.93	£ 0.74	£ 0.56	£ 0.58	Management fee paid to Liberty Leisure Limited divided by attendances.  Target achieved.
Red 	<b>LLLocal_G12</b> Total number of members (Fitness and Swim School)	Monthly	7,149	7,727	6,166	7,395	Now below target due to the effect of Kimberley Gym and Swim stopping at the end of March 2024.
Amber 	<b>LLLocal_G13</b> Percentage of Direct Debits collected	Annually	98.10%	96.79%	96.42%	98.40%	Number of direct debits successfully collected has fallen from the previous year and the year target. This may be explained by the increase in the cost of living pressuring household budgets. LLL is working to introduce member contracts to help with improving collection rates and retaining customers for longer.

**Liberty Leisure Limited – Actions 2023/24 – Current Business**

Status	Code and Action	Action Description	Progress	Due Date	Comments
Complete 	<b>LL2023_G02</b> 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 	<b>LL2023_G08</b> 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	Cease to operate exercise referral from Kimberley Gym & Swim, however, now operating from Greasley Sport & Community Centre to allow for continuous service in the North of the Borough.
In Progress 	<b>LL2225_G01</b> 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. The Managing Director is speaking to the Council and Councillors to help progress this.
Complete 	<b>LL2225_K01</b> 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.	100%	Mar-2025	Negotiations with regard to the continued operation from April 2024 – March 2025 were unsuccessful and the site the centre has now closed. Liberty Leisure Limited continues to work with the Council to look at alternative fitness provision for the north of the Borough.
Complete 	<b>LL2225_S01</b> 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.	100%	April-2024	Regular communication and action plan to be followed, ensuring the Get Active continues to meet its targets.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2326_G01a</b> Grow fitness memberships	To continue to recover income lost during the lockdowns by increasing direct debit collections from fitness and gym school membership.	<b>85%</b>	Mar-2026	Transferred a number of Kimberley Gym & Swim members across to Bramcote Leisure Centre. Membership levels across Bramcote and Chilwell are on target. <b>End date extended as an ongoing project to ensure we increase and maintain membership levels.</b>
In Progress 	<b>LL2326_G01b</b> 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.	<b>88%</b>	Mar-2026	Transferred a number of Kimberley Gym & Swim members across to Bramcote Leisure Centre. Membership levels at Bramcote are on target. <b>End date extended as an ongoing project to ensure we increase and maintain membership levels.</b>
Complete 	<b>LL2326_G02</b> Implement Price Changes	Increase the overall operational income to mitigate against expenditure increases resulting from the cost of living crisis.	<b>100%</b>	Mar-2024	Price changes were introduced in April 2023.
Postponed 	<b>LL2326_G03</b> Implement Direct Debit Bureau	To increase the total income surplus created by the company's operations.	<b>26%</b>	Mar-2026	Action will not be continued at this moment in time due to feasibility of cost and staff resource.
Complete 	<b>LL2326_G04</b> With external support review a range of potential operating efficiencies	To identify achievable operating efficiencies to be implemented.	<b>100%</b>	Mar-2025	A number of efficiencies have been implemented which has enabled the company to achieve agreed efficiencies. A final review will take place within quarter 1 2024/25.

**Liberty Leisure Limited – Actions – For Broxtowe Borough Council**

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>BBC2022a</b> 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.	<b>20%</b>	Sept-2024	Work on specific priorities has been completed: <ul style="list-style-type: none"> <li>• Review payment schedules</li> <li>• Agree a reserve policy</li> <li>• Explore corporation tax liabilities</li> <li>• Repairs and renewals governance agreed at meetings with Head of Asset Management every six months.</li> </ul> <p>The overall management agreement still requires review with this to be completed once different potential leisure facility developments have been completed.</p>
In Progress 	<b>BBC2022c</b> 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	<b>53%</b>	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. <p>Capital submission submitted 27 October 2023. Decision awaited.</p>