

PERFORMANCE MANAGEMENT – LIBERTY LEISURE LIMITED1. 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 2024/27 was approved by the Liberty Leisure Limited Board in January 2024. The Liberty Leisure Limited Business Plan 2024/27 was noted at Full Council on 6 March 2024.

The Liberty Leisure Limited Business Plan links to the Council's corporate priority of Health that was approved by Council on 6 March 2024. The Council's priority for Health is to 'Healthy and supported Communities'. Its objectives are to:

- Promote active and healthy lifestyles in every area of Broxtowe (He1)
- Develop 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 2024-2028 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 2024/25 (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



The Performance Indicator Status in the tables shows the position related to the frequency of reporting as described in the column titled "Frequency". Where the frequency is annually this will be for the previous year 2023/24.


Liberty Leisure Limited- Performance Indicators 2024/25





Status	Code / Indicator	Frequency	2022/23 Achieved	2023/24 Achieved	2024/25 Q1 Value	2024/25 Q1 Target	Notes
Data Only 	LLData_G05 Management Fee from the Council to Liberty Leisure Limited	Annually	£ 700,000	£ 519,000	-	-	The company manage its finances through a monthly cash flow review. The management fee is requested when the company's balance falls below £250k.
Green 	LLLocal_G02 TOTAL Attendance - Liberty Leisure Limited (ALL)	Monthly	948,068 (incl. KLC)	927,716 (incl. KLC)	189,164	174,999	Achieved attendance target. Actual Total Attendance 2023/24 = 927,716 which included Kimberley Leisure Centre (KLC)
Green 	LLLocal_G04 Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	-£3,886K	-£3,907K	- £ 614K	- £ 731K	The company is managing its expenditures through the implementation of further efficiency measures. With a view of general increasing costs including the annual pay award. Particular savings on staffing due to restructure.
Green 	LLLocal_G05 TOTAL Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3,071K	£3,356K	£ 639K	£ 615K	Includes expenditure for redundancy in April 2024. Income is slowly increasing month on month through growing memberships and exercise referral sales, whilst the company navigates the loss of Kimberley Leisure Centre.
Red 	LLLocal_G06 DD Total Number of Annual Direct Debits collected	Monthly	81,571	83,767	15,542	16,485	Below target for number of collected Direct Debits, however, due to increased yield per member, we have achieved revised income target.
Green 	LLLocal_G07 Subsidy per Visit - all service areas	Annually	£ 0.74 (incl KLC)	£ 0.56 (incl KLC)	-	£ 0.99	Management fee received by Liberty Leisure Limited divided by attendances. Subsidy includes Kimberley Leisure Centre up to 2023/24.
Green 	LLLocal_G12 Total number of members (Fitness and Swim School)	Monthly	7,727	6,166	5,624	5.650	On track to achieve 2024/25 target.






Status	Code / Indicator	Frequency	2022/23 Achieved	2023/24 Achieved	2024/25 Q1 Value	2024/25 Q1 Target	Notes
Green 	LLLocal_G13 Percentage of Direct Debits collected	Annually	96.79%	96.42%	98%	98.40%	Number of direct debits successfully collected has increased from the previous year and is on track to achieve the 2024/25 target. This may be explained by the increase in exercise referral and swim school memberships.




Liberty Leisure Limited – Actions 2024/25

Status	Code and Action	Action Description	Progress	Due Date	Comments
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%	Mar-2026	Transferred a number of Kimberley Gym & Swim members across to Bramcote Leisure Centre. Membership levels across Bramcote and Chilwell are on target. Currently 123 members down at the end of quarter 1 2024/25 compared to end of year target. This is an ongoing project to ensure we increase and maintain membership levels.
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%	Mar-2026	Transferred a number of Kimberley Gym & Swim members across to Bramcote Leisure Centre. Membership levels at Bramcote are on target. Currently 97 members above target at the end of quarter 1 2024/25 for end of year. This is an ongoing project to ensure we increase and maintain membership levels.

Status	Code and Action	Action Description	Progress	Due Date	Comments
<p>In Progress</p> 	<p>LL2225_G01 Support Broxtowe Borough Council in the development of the Leisure Facilities Strategy</p>	<p>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</p>	<p>10%</p>	<p>Ongoing</p>	<p>The company have provided facility mix and financial related data to the council's leisure consultant with regard to a new build leisure centre at the Bramcote site. Work on the Leisure Facilities Strategy is ongoing.</p> <p>Below is a summary for each site: Kimberley Leisure Centre – this is no longer operated by LLL, with the centre closing for business on 01/04/2024. The Company is now delivering Exercise Referral from the Greasley Sports and Community Centre, in partnership with that site. Bramcote Leisure Centre – this is performing well considering the age of the facility, however, due to the facility being circa 60 years old, it does suffer from ongoing maintenance issues. New Bramcote Leisure Centre – this is currently moving forward well with a pre-planning submission currently taking place. The project continues to aim for a RIBA stage 4 completion by April 2025. Chilwell – As Members will be aware, this is a joint use facility, with the Academy being identified for a proposed new school building. Currently there are no further details available, however, the Academy continue to work well with LLL and have indicated that they are keen to continue this partnership in the future.</p>

Status	Code and Action	Action Description	Progress	Due Date	Comments
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	See above	See above	Hickings Lane – the Council is progressing with the build on site. LLL are involved from an operators' perspective and attend regular meetings, in order it can help shape the offer of activities hirers. Currently the project is progressing with the procurement for key areas e.g. café and early years. When current new builds are completed (New Bramcote and Hickings Lane) it is hoped further discussions regarding the options in the north of the borough, can be explored.
Complete 	LL2326_G04 With external support review a range of potential operating efficiencies	To identify achievable operating efficiencies to be implemented	100%	Mar-2024	A number of efficiencies were implemented which enabled the company to achieve agreed efficiencies. A final review took place in quarter 1 2024/25. It was agreed at the LLL Board in July that further efficiencies would become part of Business as usual.
Complete 	LL2427_G01 Complete a staffing review to best fit the reduced leisure operation delivered by the Company	Have a staffing structure that is suitable for the company's changed operating circumstances, providing improved financial efficiency and greater operating flexibility	100%	Jun-2024	The reduction in services delivered by the company necessitates the need to reduce the central costs of managing the company. The annual saving is £64k by restructuring the senior management team that will mitigate the changes without Kimberley Gym and Swim and the reduction in the Management Fee to be received for 2024/25. The management team now operate with three senior managers with the Managing Director role being removed. Roles and responsibilities have changed and were reported. The Board of Directors were updated to reflect the changes and to ensure good governance.
In Progress 	LL2427_G02 Investigate the possibility of adopting the 'Agency Agreement' model for the operating leisure services	Review the possibility of minimising the operators VAT liability	0%	Mar-2027	Further discussions required with Head of Finance to review feasibility

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2427_G03 Review the support services and charges provided by Broxtowe Borough Council	Rationalise the support services provided to the company by BBC so that there are improved financial and operational efficiencies	0%	Mar-2027	Ongoing reviews with Heads of Service to review charges for 2024/25 and to review process moving forwards.
In Progress 	LL2427_G04 Alternative leisure provision in the north of the Borough	New leisure provision in the north of the Borough	56%	Mar-2027	Partnership with Greasley Sports and Community Centre has been set up, with weekly classes held on site by the Get Active team. Bursary scheme options due to go to Cabinet in September 2024.
In Progress 	LL2427_G05 Develop a business case to support Liberty Leisure Limited operating the new Hickings Lane Pavilion	Liberty Leisure Limited to operate a financially sustainable facility at Hickings Lane from 2025/26	2%	Aug-2024	Ongoing discussion with procurement to find a provider for café and early years' provision. The LLL Board has approved in principle that LLL will operate the facility providing assurances are given by the Council.
In Progress 	LL2427_G06 Expand Exercise Referral opportunities	Increase the number of people on the exercise referral programme	1%	Mar-2026	Exercise Referral memberships are exceeding target. Ongoing partnership with the PCN who are actively sending SMS messages to promote LLL services. The PCN has supported LLL to get more people into Greasley Sport and Community Centre.
In Progress 	LL2427_G07 Grow swimming incomes	Increase the operational income from Liberty Leisure Ltd Swim School, NCC School Swimming and the public swimming programme at Bramcote Leisure Centre	31%	Mar-2025	<ul style="list-style-type: none"> • Price increase for school swimming. • Changed public swimming timetable based on feedback from customers to increase attendance. • Improved the customer experience by implementing online timetables for swimming as well as online joining for foundation, parent and child and parent and baby classes.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	LL2427_G08 Implement price changes	Increase the overall operational income to mitigate against expenditure increases and a reduction in the management fee received from Broxtowe Borough Council	75%	Mar-2027	Price changes implemented for 2024/25. Currently reviewing price changes for 2025/26.
In Progress 	LL2427_G09 Implement updated digital sales and bookings processes	Improve the ease of bookings to support the increase sales and attendances at the Liberty Leisure operated sites	88%	Mar-2025	<ul style="list-style-type: none"> Completed a customer survey to identify pain points for customer experience. Removed waiting lists Implemented a Chat Bot (BOB AI) to encourage online joining and respond to queries, also reducing admin time. Added online timetables to the website that pull through via an Application Programming Interface (API) Amended the website for swimming lessons and online joining to make the customer journey more straight forward
In Progress 	LL2427_G10 Rationalise and renew the existing gym equipment estate across Liberty Leisure Limited operated facilities	<p>Relocate and refresh the gym equipment between the two existing leisure sites and create a new gym at the Hickings Lane site.</p> <p>Support the continued growth of the fitness membership to support the delivery of annual financial efficiencies</p>	0%	Aug-2025	<p>The implementation of this action has been delayed currently, as the timing of the new equipment needs to coincide with the facility developments. Whilst a provisional estimate of £521k has been included on the Reserve List of the Council's Capital Programme 2024/25 for this action, the final estimate will change due to circumstances relating to price inflation and supply.</p> <p>The equipment upgrades will need to be delivered alongside the Hickings Lane Pavilion and LLL are currently reviewing the costs and timeline required to give the maximum value for money.</p> <p>Equipment delivered in August 2025 will require consultation, procurement and lead times.</p> <p>Due date extended from March 2025 to align with anticipated facility developments</p>