

## Appendix

**Performance Management – Liberty Leisure Limited****1. Background - Corporate Plan**

A Broxtowe Borough Council Corporate Plan for 2024-2029 was approved by Council on 4 March 2024. 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 2024/25 was approved by the Liberty Leisure Limited Board in January 2024. The Liberty Leisure Limited Business Plan 2024/25 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 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 2024/25 (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 2024/25**



Status	Code / Indicator	Frequency	2022/23 Achieved	2023/24 Achieved	2024/25 Achieved	2024/25 Target	Notes
Data Only 	<b>LLData_G05</b> Management Fee from the Council to Liberty Leisure Limited	Annually	£700k	£519k	£246k	£369k	The company manages its finances through a monthly cash flow review. The management fee is requested when the company's balance falls below £412k. £123k was unclaimed for 2024/25.
Green 	<b>LLLocal_G02</b> TOTAL Attendance - Liberty Leisure Limited (ALL)	Monthly	948,068	927,716	800,736	700,000 (revised)	Achieved target for attendance across swim, fitness and exercise referral.
Green 	<b>LLLocal_G04</b> Operating Expenditure - Liberty Leisure Limited (Including central charges)	Monthly	-£3,886k	-£3,907k	-£2,811k	- £2,922k (revised)	Expenditure was lower than original budget, with particular savings on insurance, utilities and an NNDR refund.
Green 	<b>LLLocal_G05</b> TOTAL Income (excluding Management Fee) - Liberty Leisure Limited	Monthly	£3,071k	£3,356k	£2,592k	£2,458k (revised)	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	81,571	83,767	62,234	65,950 (revised)	Below target for number of collected Direct Debits, however, due to increased yield per member, we have achieved revised income target.
Green 	<b>LLLocal_G07</b> Subsidy per Visit - all service areas	Annually	£0.74	£0.56	£0.31	£0.53	Management fee paid to Liberty Leisure Limited divided by attendances.
Amber 	<b>LLLocal_G12</b> Total number of members (Fitness and Swim School)	Monthly	7,727	6,166	5,513	5,650 (revised)	Now below target due to the effect of Kimberley Gym and Swim stopping in March 2024. To combat this, we are developing our customer journey and retention programme. Although total number of members was down at the end of Q4, membership income was higher with Q4 Direct Debit income totalling £129k compared to Q3 totalling £128k.





Status	Code / Indicator	Frequency	2022/23 Achieved	2023/24 Achieved	2024/25 Achieved	2024/25 Target	Notes
Green 	<b>LLLocal_G13</b> Percentage of Direct Debits collected	Annually	96.8%	96.4%	98.0%	98.4%	Number of direct debits successfully collected has fallen from the previous year and is below target. This may be explained by the cost of living pressures on household budgets. LLL is working to introduce member contracts to help with improving collection rates and retaining customers for longer.
Amber 	<b>LLLocal_G15</b> Liberty Leisure Limited – Reserve balance	Annually	£487k	£442k	£412k	£442k	Reduction due to redundancy paid from reserves.




**Liberty Leisure Limited – Actions 2024/25**

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% (Q1)</b>  <b>69% (Q2)</b>  <b>73% (Q3)</b>  <b>93% (Q4)</b>	Mar-2026	<p>Transferred several Kimberley Gym &amp; Swim members across to Bramcote Leisure Centre. Membership levels across Bramcote and Chilwell are on target.</p> <p>Continued with planned marketing activities to encourage new people to join at one of the leisure centre sites. Staff also attended several outreach events in 2024 and planning for 2025.</p> <p>Growing the recently started corporate health checks to encourage more take up of corporate memberships.</p> <p>Continuing to deliver member workshops to improve member retention by adding value.</p> <p>Reviewed the fitness class programme across both sites in March 2025. Including the programme, attendances and occupancy as well as competitor analysis on classes to find the most/least popular.</p> <p>Be fair policy introduced as well as App reminders for class bookings to help reduce non-attenders.</p>



Status	Code and Action	Action Description	Progress	Due Date	Comments
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	88% (Q1)  37% (Q2)  72% (Q3)  76% (Q4)	Mar-2026	Transferred several Kimberley Gym & Swim members across to Bramcote Leisure Centre. Membership levels at Bramcote are on target.  Continuing to recruit and support volunteers to enable them to become swim teacher to increase the number of available swim teachers to deliver the programme. Currently have 16 volunteers, LLL have part funded four people for a Level 1 swim course.  Reviewed the cancellation process of Swim School leavers and the swim programme by trialling small group swim sessions to try and improve retention  Also reviewed the public swimming programme to make use of the more popular sessions and improve attendances.



Status	Code and Action	Action Description	Progress	Due Date	Comments
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%	Mar-2027	<p>The company have provided facility mix and financial related data to the council's leisure consultant with regards to a new build leisure centre at the Bramcote site. Work on the Leisure Facilities Strategy is ongoing. Below is a summary for each site:</p> <p>Bramcote Leisure Centre – 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.</p> <p>New Bramcote Leisure Centre – Currently moving forward well with a planning currently taking place.</p> <p>Chilwell – 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> <p>Greasley Sports and Community Centre – since Kimberley Gym &amp; Swim is no longer operated by LLL the Company is now delivering Exercise Referral in partnership with Greasley, . The process is working well and we are working with the local GP surgeries to increase referrals.</p>
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	See above	See above	<p>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 tender for key areas e.g. café and early years.</p> <p>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.</p>

Status	Code and Action	Action Description	Progress	Due Date	Comments
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-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 	<b>LL2427_G01</b> 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	<b>100%</b>	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 	<b>LL2427_G02</b> Investigate the possibility of adopting the 'Agency Agreement' model for the operating leisure services	Review the possibility of minimising the operators VAT liability	<b>0%</b>	Mar-2026	Decision to extend and review in the next financial year.
In Progress 	<b>LL2427_G03</b> 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	<b>71%</b>	Mar-2027	Ongoing reviews with Heads of Service to review charges for 2024/25 and to review process moving forwards.



Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2427_G04</b> Alternative leisure provision in the north of the Borough	New leisure provision in the north of the Borough	<b>97%</b>	Mar-2027	<p>Partnership with Greasley Sports and Community Centre has been set up, with weekly classes held on site by the Get Active team.</p> <p>Cabinet approved a Bursary Scheme in September 2024. The scheme includes £4k for Boccia and Nordic Walking, which is being coordinated by our Active Lifestyles Manager.</p> <p>A SMS (text message) campaign to promote more referrals in Greasley has been completed in the North of the Borough.</p> <p>Two memberships now available, one for customers to access Greasley on its own and no LLL site, and one slightly more expensive membership to access GSCC and LLL sites for swimming access.</p>
In Progress 	<b>LL2427_G05</b> 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	<b>82%</b>	Mar-2028	<p>Currently out for tender to find a provider for café and early years' provision.</p> <p>The LLL Board has approved that LLL will operate the facility given the assurances around support from the Council.</p> <p>Next steps are the procurement of gym equipment and appointing staff.</p>
In Progress 	<b>LL2427_G06</b> Expand Exercise Referral opportunities	Increase the number of people on the exercise referral programme	<b>75%</b>	Mar-2026	<p>Exercise Referral memberships are exceeding target.</p> <p>Growing Exercise Referral through direct marketing being undertaken by General Practices. Active Lifestyles Team have created double sided business cards to market wise moves and exercise referral with QR codes for people to scan and be directed to the referral form. This means health professionals can give out the business cards as a form of targeted self-referral and reduce admin time.</p>



Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<a href="#">LL2427_G07</a> 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	100%	Mar-2025	<ul style="list-style-type: none"> <li>• Changed public swimming timetable based on feedback from customers to increase attendance.</li> <li>• 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.</li> <li>• Introduced online joining for swimming lessons.</li> <li>• Promotion of swimming lessons and gym memberships at Play Days in summer 2024.</li> <li>• A new plan to increase income from swimming was implemented from 1 April 2025. Progress will be reported for action <a href="#">LL2528_G01</a>.</li> </ul>
In Progress 	<a href="#">LL2427_G08</a> 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	100%	Mar-2027	Price changes implemented for 2024/25. Currently reviewing price changes for 2025/26, to be agreed by LLL Board.

Status	Code and Action	Action Description	Progress	Due Date	Comments
In Progress 	<b>LL2427_G09</b> 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	100%	Mar-2026	<ul style="list-style-type: none"> <li>Completed a customer survey to identify pain points for customer experience. Removed waiting lists</li> <li>Implemented an AI assistant (BOB AI) to encourage online joining and respond to queries, also reducing admin time.</li> <li>Added online timetables to the website that pull through via an Application Programming Interface (API)</li> <li>Amended the website for swimming lessons and online joining which has streamlined the customer journey and ability to join swim lessons online. 74 online swim school joiners by end of quarter 2.</li> <li>Reviewed and improved the digital journey to increase the number of members accessing health improvement programmes. Improved App developments such as marketing automation to improve campaigns and direct marketing to members. Also introduced Les Mills at home for all live fitness memberships for free.</li> </ul>
Completed 	<b>LL2427_G10</b> 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>	100%	Mar-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.</p> <p>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>New KPI item to include new gym equipment at Hicking's Lane and across the estate.</p>

**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> The overall management agreement still requires review with this to be completed once different potential leisure facility developments have been completed.
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.  Capital submission submitted 27 October 2023 - decision awaited.