

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 is considered following the year-end.

This outturn 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.

2018/19 showed an improved position in relation to foot fall. There has been a positive increase in the number of direct debits collected and the customer satisfaction score for the Leisure Centres. The completion of Key Tasks in the year resulted in more opportunities for the residents of the Borough to be active with an improved leisure offering in the Borough.

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. The 2019/20 Liberty Leisure Business Plan was noted at Leisure and Environment Committee on 23 January 2019. The latest Business Plan was approved by the Liberty Leisure Board in February 2019.

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 Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
	BPT1518_A01	Review current annual events programme	Implement a new borough wide programme of events	100%	30-Sep-2018	New events, particularly Pop Up Cinemas have proven a success and will be developed for 2019/20.
	LL1720_G01	Review Gymnastics & Trampoline Programme	Increase attendances, surplus and income	100%	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	100%	31-Mar-2019	Launched on 20 September 2019. The scheme has been successful with ten personal trainers delivering regular sessions.
	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	100%	30-Nov-2018	All strategies are complete and approved. Work is underway to implement tasks from the associated action plans.
	LL1720_G05	Review and where appropriate implement changes to Central Support Functions	Streamline back office functions and improve financial efficiencies	55%	31-Mar-2020	The Human Resource, Finance and Health and Safety agreements are complete and signed. Work is progressing to complete the ICT, Payroll, Audit and Performance agreements.
	LL1720_G06	Investigate Potential to grow business opportunities beyond the existing scope of the service	To Improve efficiencies of Liberty Leisure Limited	39%	31-Mar-2020	A review of the cost involved to collect direct debits as a bureau for third parties is currently underway.

Status Icon	Action Code	Action Title	Action Description	Progress	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	73%	30-Jun-2019	The fast track turnstile has been installed. Full testing and staff training will take place prior to going live.
	LL1821_B01	Treatment Room	Additional sales of new treatment room.	70%	31-Mar-2020	The refurbishment of the room is completed and beautician identified.
	LL1821_CO1	Implement the Get Active Strategy	Reduce Inactivity levels and increase the number of volunteers	14%	31-Dec-2021	Implementing the Get Active strategy began in February 2019. Partners, including the council and public health have been engaged to agree how the work will develop. Based on statistical evidence from Exercise Referral schemes enabling people with mental ill health to become more active will be focus of the work.
	LL1821_E01	DHL Museum and Shop	To increase income through retail sales.	37%	31-Mar-2020	A review of existing stock has been completed and new lines added with the focus on increased profit margins.

Liberty Leisure Limited Key Performance Indicators 2018/19

Status	PI Code & Short Name	Data Collected	2016/17	2017/18	2018/19 Value	2018/19 Target	Apr2019 Value	Trend	Notes
	LLData_G05 Management Fee from the Council to Liberty Leisure Limited	Annual	£1,250K	£ 1,160K	£ 1,030K	£1,030	-	Positive	A management fee of £ 995,000 has been agreed for 2019/20.
	LLLocal_G02 Total Attendance - Liberty Leisure Limited (ALL)	Quarter	-	1,709K	1,720K	1,714K	-	Positive	Exceeded target - an increase of 11,000 from 2017/18.
	LLLocal_G04 Expenditure - Liberty Leisure Limited (ALL)	Quarter	-	- £4,396K	- £4,236K	- £4,509K	-	Positive	Figures are provisional taken from Civica Financials and are subject to final accounting.
	LLLocal_G05 Income - Liberty Leisure Limited (ALL)	Quarter	-	£4,583K	£3,574K	£3,476K	-	-	Figures prior to 2018/19 include the management fee; figures from 2018/19 onwards do not include the fee to provide a more accurate reflection of performance.
	LLLocal_G06 DD Total Direct Debit collections	Annual	83,777	88,281	94,711	88,296	7,951	Positive	Increase in the number of gym members and children attending swimming lessons.
	LLLocal_G07 Subsidy per Visit	Annual	£0.74	£0.58	-	£0.67	-	-	Figure is generated externally and will be available in September
	LLLocal_G08 APSE Customer Satisfaction Survey - LL	Annual	70%	-	80%	71%	-	Positive	Survey not completed in 2017-18. The 2018/19 figure is based on individual scores for the three Leisure Centres.