

**Joint report of the Deputy Chief Executive and 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, linked to Corporate Plan priorities and objectives, and to provide an update as to the latest key performance indicators therein.

2. Background

The 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.

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 report is intended to provide this Committee with an overview of progress towards Corporate Plan priorities from the perspective of the Liberty Leisure Limited Business Plan. It provides a summary of the progress made to date on key tasks and priorities for improvement in 2019/20 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in appendix 1.

**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 2019/20.**

Background papers

Nil

## APPENDIX

## PERFORMANCE MANAGEMENT

1. Background - Corporate Plan

The Corporate Plan for 2016-2020 was approved by Cabinet on 9 February 2016. This plan sets 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 period, the Council will focus on the priorities of Housing, Business Growth, Community Safety, Health and Environment.

The Corporate Plan prioritises local community needs and resources are directed toward the things they think are most important. These needs are aligned with other local, regional and national plans to ensure the ambitions set out in our Corporate Plan are realistic and achievable.

2. Business Plans

The Liberty Leisure Business Plan is reviewed and refreshed annually. The latest Business Plan was approved by the Liberty Leisure Ltd Board in February 2018. The Liberty Leisure Business Plan was approved at Full Council on 6 March 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 Health priority area. The business plan covers a three-year period and 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, this 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 2019/20 (as extracted from the Pentana Risk performance management system). It also provides the latest data relating to Key Performance Indicators (KPI).






The Council and Liberty Leisure 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 Pentana Risk performance reports is as follows:






#### Action Status Key





Icon	Status	Description
	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





#### Performance Indicator Key





Icon	Performance Indicator Status
	Alert
	Warning
	Satisfactory
	Unknown
	Data Only


## Liberty Leisure Limited Key Tasks and Priorities for Improvement 2019/20

Status/ Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	LL1720_G05	Review and where appropriate implement changes to Central Support Functions	Streamline back office functions and improve financial efficiencies	<b>61%</b>	Mar-2020	The Human Resources; Finance; Health and Safety; Audit and Performance; and Payroll agreements are complete. Work is progressing to complete the ICT agreement. Review dates have been scheduled for the services provided.
Complete 	LL1720_K01	Fast Track Entry System at Kimberley Leisure Centre	Reduce queuing times to improve the experience of members accessing the fitness facilities	<b>100%</b>	Jun-2019	The fast track turnstile has been installed and operating. Analysis on saved time is complete with time saved being moved to follow up on customer requests and the planned membership prospecting tool.
In Progress 	LL1821_B01	Treatment Room	Additional sales of new treatment room.	<b>70%</b>	Mar-2020	The identified tenant has pulled out. The process of advertising this opportunity is underway.
In Progress 	LL1922_B01	Fast track entry system at Bramcote Leisure Centre	Reduce queuing times to improve the experience of users	<b>0%</b>	Mar-2020	The viability of the scheme will be reviewed following completion of the Leisure Facilities Strategy and customer and staff feedback on the system installed at Kimberley Leisure Centre.
Completed 	LL1922_C01	Multi-Functional Activity Room	Create a multi-functional room, extending fitness opportunities while increasing options for other activities.	<b>100%</b>	Jun-2020	Completed. The birthday party program is being reviewed to provide a new package to be offered in this space.

Status/ Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	LL1922_E02	Reinterpret museum tours, add an additional programmed space, and target local people	Increase visitors to the museum	<b>57%</b>	Dec-2019	The exhibition space has held its first exhibitions 'Life Without Limits' and 'Photos of Eastwood'. A series of summer workshops around designing comics will culminate in the exhibition of the year in November 2019.
In Progress 	LL1922_E03	Museum, flexible working and community outreach	Increase service users and decrease the subsidy per head	<b>0%</b>	Mar-2021	Work on this action is scheduled to begin by April 2020.
In Progress 	LL1922_E04	Investigate commercial opportunities including open air cinemas, bonfire night and small indoor partnership opportunities	High quality, ticketed events reducing the subsidy to the event programme	<b>53%</b>	Mar-2020	Outdoor cinemas events and other new events have taken place. The impact of these events is difficult to gauge with certainty due to a number of events being cancelled or moved due to wet and windy weather throughout the summer. A new 'Bonfire' event is taking place in Eastwood in partnership with Eastwood Community Football. An evaluation of this event will be undertaken to inform planning for future similar events. Events for 2020 were presented to Leisure and Health Committee in September 2019.
In Progress 	LL1922_G01	Implement programme of digital developments to improve member retention increasing direct debit fitness memberships	Increase the number of members who are active each month. Increase the number of direct debits collected each year.	<b>40%</b>	Mar-2020	Member Prospecting software is identified, due diligence testing to be completed. Aim to have software in place, staff trained with the software being used in time for the January 2020 promotions.






Status/ Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
Warning 	LL1922_G02	Online joining and payments	Enable frictionless links from social media marketing to joining and paying Improve accuracy of data capture to assist with data security and improve efficiency	<b>33%</b>	Sep-2019	The software provider, Clarity Omnico have finalised their rollout of the online joining product. The webpage visuals and processes are complete. Once the software is integrated with system testing of the online joining option will be undertaken prior to launch.
In Progress 	LL1922_G03	Events Ticket Platform	Reduce expenditure; potential additional income; support local clubs	<b>81%</b>	Dec-2020	Events ticket platform is integrated into the Liberty Leisure Ltd website. Bookings and payments are being taken for events and training events. It is envisaged that work on selling the product wider will begin in the new year when vacant and new posts have been filled.
In Progress 	LL1922_G04	Set-up Liberty Leisure Limited as a Direct Debit Bureau	Have the ability to collect direct debits for other organisations	<b>20%</b>	Mar-2020	Available options for the most appropriate way to set up as a Direct Debit Bureau have been investigated.
Warning 	LL1922_G05	Deliver the changes and actions detailed in the Liberty Leisure Limited operational strategies	Develop the company's people, marketing and communications, quality of delivery and business ideas	<b>10%</b>	Mar-2022	Completed developments include implementing an internal accredited first aid; training programme; implementing a new Volunteer Policy; a project to reduce inactivity in the Borough; increasing opportunities at the museum and utilising web landing pages to support promotional campaigns.

Status/ Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	LL1922_G09	Introduce Les Mills Virtual Group Exercise Classes	Attract new members while improving the retention of existing fitness members	<b>82%</b>	Mar-2022	In July 2019 Les Mills Virtual fitness classes generated an additional 606 attendances. Since Les Mills Virtual was introduced in May, Gym direct debit cancellations have decreased by 13% when compared to the same time period in 2018.
Warning 	LL1922_K03	Creating a functional fitness space at Kimberley LC	Improve retention of existing fitness members	<b>15%</b>	Mar-2021	Initial work is underway clearing the identified space in preparation for any future development decision. Architects have completed their initial feasibility work. Awaiting costs and a decision on planning permission before deciding whether to proceed or not.
In Progress 	LL1922_K05	Investigate potential partnership funding, planning potential and local support to develop additional car park space/full size 3G football pitch at Kimberley LC	Increase attendance and income through football activities Increase fitness memberships and income	<b>63%</b>	Mar-2021	The Football Facility Strategy with the FA is complete. A meeting is to be arranged between the Chief Executive (Broxtowe Borough Council) and the FA to discuss ways forwards.
In Progress 	LL1922_S01	Implement the Get Active Strategy	Reduce inactivity levels and increase the number of volunteers	<b>43%</b>	Dec-2021	'Inactivity of residents with Mental Ill Health' is the focus of the work. A range of mental health services have agreed to work in partnership with Liberty Leisure Ltd. A steering group of health professionals and councillors has been established. A new project to engage families who are in receipt of Pupil Premium Plus funds is underway.

Status/ Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	LL1922_S03	Sports Events	Increase the number of sports events available while generating efficiencies by working with community groups	0%	Mar-2021	Beeston AC have assisted in the organisation of the Bramcote fun run Only limited progress on this action. With changing priorities this action will be reviewed.



### Liberty Leisure Limited Key Performance Indicators 2019/20

Status / Icon	Code & Short Name	Frequency	Outturn 2017/18	Outturn 2018/19	Q2 2019/20	Target 2019/20	Latest Note
Green 	LLLocal_G04 Expenditure - Liberty Leisure Limited (ALL)	Monthly	-£4.395m	-£4.236m	-£ -	-£4.588m	Figures are taken from the general ledger and are subject to final accounting.
Green 	LLLocal_G05 Income - Liberty Leisure Limited (excluding Management Fee)	Monthly	£4.583m	£3.574m	£ -	£3.453m	Figures are taken from the general ledger and are subject to final accounting.
Green 	LLLocal_G06 Total Direct Debit collections	Annual	88,281	94,711	23,775	95,000	An increase has been seen in both gym members and children on swimming lessons
Red 	LLLocal_G07 Subsidy per Visit	Annual	58.1p	-	-	68.7p	Data submitted September with results expected in December.
Green 	LLLocal_G08 APSE Customer Satisfaction Survey - LL	Annual	70%	80%	-	72%	Data submitted September with results expected in December 2019.