

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 2019/20.

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 2019/20 and the latest data relating to Key Performance Indicators (KPI). This summary is detailed in the appendix.

Recommendation

The Committee is asked to NOTE the progress made in achieving the Business Plan for Liberty Leisure Limited and the Key Performance Indicators for 2019/20.

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 2019/20 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 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
	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 implement changes where appropriate to Central Support Functions	Streamline back office functions and improve financial efficiencies	66%	Mar-2020	The finance provision to the company is being reviewed. An initial meeting with the company accountants will be held by 31 July 2020.
Completed 	LL1720_K01	Fast Track Entry System at Kimberley Leisure Centre	Reduce queuing times to improve the experience of members accessing the fitness facilities	100%	Jun-2019	Completed
Cancelled 	LL1922_B01	Fast track entry system at Bramcote Leisure Centre	Reduce queuing times to improve the experience of users	0%	Mar-2020	The solution installed at Kimberley is not suitable for the Bramcote site. This task is now being considered as part of the Leisure Facilities Strategy.
Completed 	LL1922_C01	Multi-Functional Activity Room	Create a multi-functional room, extending fitness opportunities and increasing opportunities for other activities including birthday parties and day time activities for older people	100%	Jun-2020	Completed.
Completed 	LL1922_E01	Museum Self-guided Tours	Increase visitors to the site and improve the efficiency of the service	100%	Jun-2019	Completed.
Completed 	LL1922_E02	Reinterpret the museum tours, add an additional programmed space, and target local people	Increase service users to the museum	100%	Mar-2021	Completed.

Status / Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
Warning 	LL1922_E03	Museum, Flexible working and community outreach	Increase service users and decrease the subsidy per head	0%	Mar-2021	This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.
Overdue 	LL1922_E04	Investigate commercial opportunities initially investigating open air cinemas, bonfire night and small indoor partnership opportunities	High quality, ticketed events reducing the subsidy to the event programme	84%	Mar-2020	A selection of outdoor events was offered in 2019/20 including film screenings, Beeston-on-Sands, D H Lawrence Roots Festival and Eastwood Spooktacular Fireworks. This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.
In Progress 	LL1922_G01	Implement a programme of digital developments to improve member retention increasing the number of direct debit fitness memberships	Increase the number of our members who are active each month. Increase the total number of direct debits collected each year.	40%	Mar-2021	Membership software implemented and in use to support the January 2020 promotions. Reports are being developed to assist in growing membership further. This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.
In Progress 	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 maintaining data security Improve administrative efficiency	33%	Dec-2020	Testing of the online joining system is ongoing. The company have agreed revised timescales with its provider, Omnico. The company have engaged with Barclays.net as the acquirer through which the service will run.

Status / Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	LL1922_G03	Events Ticket Platform	Reduce expenditure Potential additional income Support local clubs	81%	Dec-2020	The events ticket platform is integrated into the Liberty Leisure Ltd website. Bookings and payments are being taken for events. The next phase will be to sell the product wider. This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.
In Progress 	LL1922_G09	Set up Liberty Leisure Limited as a Direct Debit Bureau	Have the ability to collect direct debits for other organisations	20%	Dec-2020	The available options for the most appropriate way to set up a Direct Debit Bureau have been investigated. This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.
In Progress 	LL1922_G05	Deliver the changes and actions detailed in the Liberty Leisure Limited operational strategies	Ensure that the company develops its people, marketing and communications, quality of delivery and business ideas	10%	Mar-2022	Appointment of a Marketing Officer to deliver a Marketing Strategy promoting the service offered. Online services are being developed including a bookings app and online bookings for tickets. Liberty Leisure Ltd are working to increase the Personal Training offer. Improvements to the website functionality have been identified and work is underway to improve this. The improved website scheduled to be complete by September 2020.
Cancelled 	LL1922_G06	Investigate feasibility of commercial fitness space	Increase annual company surplus to reduce the management fee paid by Broxtowe Borough Council	0%	Mar-2020	CANCELLED – It was planned for the company's surplus to fund this development. It is forecast that the company will have no surplus to fund any developments following the Coronavirus pandemic.

Status / Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
Completed 	LL1922_G07	Implement annual charge to renew a junior leisure card	Increase income to improve the company's efficiency	100%	May-2019	Annual charge introduced on 1 April 2019.
Completed 	LL1922_G08	Review Trade Waste supplier	Realise a financial efficiency	100%	May-2019	Change came into effect on 1 April 2019.
In Progress 	LL1922_G09	Introduce Les Mills Virtual Group Exercise Classes	Attract new members while improving the retention of existing fitness members	95%	Mar-2022	Les Mills Virtual is extended into the two additional identified dance studio spaces. The company is working with Les Mills to sell an online virtual package as an addition to its existing offering.
In Progress 	LL1922_K01	Provide accredited in house First Aid at Work training for Liberty Leisure Limited employees	Deliver all of the First Aid requirements for Liberty Leisure Limited staff	62%	Dec-2020	Trainers have been trained and delivery training to Council employees.
Cancelled 	LL1922_K03	Creating a functional fitness space at Kimberley Leisure Centre	Improve retention of existing fitness members	15%	Mar-2021	Refurbishment works have been agreed and were scheduled to begin in Spring 2020. This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.
Cancelled 	LL1922_K04	Refurbish the iGym at Kimberley Leisure Centre	Procure replacement equipment for the Vibe youth Gym	40%	Mar-2022	The refurbishment works have been agreed and were scheduled to begin in Spring 2020. This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.

Status / Icon	Action Code	Action Title	Action Description	Progress	Due Date	Comments
In Progress 	LL1922_K05	Investigate potential partnership funding, planning and local support to develop additional car park space and full size 3G football pitch at Kimberley Leisure Centre	Increase attendance and income through football activities Increase fitness memberships and income	63%	Mar-2021	Discussions with the Football Association and the Council to map the way forward have taken place. This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.
In Progress 	LL1922_S01	Implement the Get Active Strategy	Reduce inactivity levels and increase the number of volunteers	43%	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. This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.
In Progress 	LL1922_S02	Contribute to improving wellness & decreasing loneliness	Develop new social prescribing opportunities from health professionals to enable inactive and lonely people to be more active	0%	Mar-2021	This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.
In Progress 	LL1922_S03	Sports Events	Increase the number of sports events available while generating efficiencies by working with community groups	0%	Mar-2021	Fun runs have been organised with help from local clubs. This work is on hold due to the company furloughing its staff and the uncertain future resulting from the Coronavirus pandemic.

Liberty Leisure Limited Key Performance Indicators 2019/20

Status / Icon	PI Code & Short Name	Data Collected	Achieved 2017/18	Achieved 2017/18	Achieved 2019/20	Target 2019/20	Value	Notes
Data 	LLData_G05: Management Fee from the Council to Liberty Leisure Limited	Annually	£1,160k	£1,030k	£995k	-	£995k	Management fee of £995k agreed for 2019/20.
Green 	LLLocal_G02 Total Attendance - Liberty Leisure Limited (ALL)	Quarterly	1,709k	1,720k	-	1,590k	1,274k (Dec-19)	Attendance calculations have not been completed due to the furloughing of staff.
Green 	LLLocal_G04 Expenditure - Liberty Leisure Limited (ALL)	Quarterly	£4,396k	£4,236k	-	£2,295k	£3,460k (Feb-20)	Figures are provisional taken from financial management system and are subject to final accounting. The completion of final accounts has been delayed due to the furloughing of staff and working remotely with our accountants. Accounts are planned to be signed off by the end of June 2020.
Green 	LLLocal_G05 Income - Liberty Leisure Limited (ALL)	Quarterly	£4,583k	£3,574k	-	£3,453k	£7,046k (Feb-20)	Figures from 2018/19 onwards do not include the management fee to provide a more accurate reflection of performance. The completion of final accounts has been delayed due to the furloughing of staff and working remotely with our accountants. Accounts are planned to be signed off by the end of June 2020.
Green 	LLLocal_G06 DD Total Direct Debit collections	Annually	88,281	94,711	96,402	47,502	23,775 (Sep-19)	The figure achieved may require some adjustments to account for refunds that have been requested due to the closure of leisure sites.
Red	LLLocal_G07 Subsidy per Visit	Annually	£0.68	£0.59	-	£0.57	-	Figure is generated externally and will be

Status / Icon	PI Code & Short Name	Data Collected	Achieved 2017/18	Achieved 2017/18	Achieved 2019/20	Target 2019/20	Value	Notes
								available in September 2020.
Green 	LLLocal_G08 APSE Customer Satisfaction Survey - LL	Annually	-	80%	83%	72%	-	Survey not completed in 2017/18. The 2018/19 figure is based on individual scores for the three Leisure Centres.