

Agenda

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City Executive Board

Date: **Thursday 11 May 2017**

Time: **5.00 pm**

Place: **St Aldate's Room, Town Hall**

For any further information please contact:

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As a matter of courtesy, if you intend to record the meeting please let the Committee Services Officer know how you wish to do this before the start of the meeting.

City Executive Board

Membership

Chair	Councillor Bob Price	Corporate Strategy and Economic Development
	Councillor Ed Turner	Finance, Asset Management and Public Health
	Councillor Susan Brown	Customer and Corporate Services
	Councillor Alex Hollingsworth	Planning and Regulatory Services
	Councillor Pat Kennedy	Young People, Schools and Skills
	Councillor Mike Rowley	Housing
	Councillor Christine Simm	Culture and Communities
	Councillor Dee Sinclair	Community Safety
	Councillor Linda Smith	Leisure, Parks and Sport
	Councillor John Tanner	A Clean and Green Oxford

The quorum for this meeting is three, substitutes are not allowed.

Future items to be discussed by the City Executive Board can be found on the Forward Plan which is available on the Council's [website](#)

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AGENDA

PART ONE PUBLIC BUSINESS

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8	FUSION LIFESTYLE'S 2017/18 ANNUAL SERVICE PLAN FOR THE MANAGEMENT OF THE COUNCIL'S LEISURE FACILITIES.	19 - 82	
	Lead Member: Councillor Smith, Board Member for Leisure, Parks and Sport		
	The Head of Community Services has submitted a report to endorse Fusion Lifestyle's 2017/18 Annual Service Plan for the continuous development, management and operation of leisure services in		

Oxford– as recommended by the Leisure Partnership Board.

Recommendation: That the City Executive Board resolves to:

1. **Endorse** the Fusion Lifestyle Annual Service Plan for 2017/18 as recommended by the Leisure Partnership Board.

9 DISPOSAL OF 156 WALTON STREET

83 - 90

Lead Member: Councillor Rowley, Board Member for Housing

The Head of Housing Services has submitted a report which seeks approval for the marketing and sale of the freehold of 156 Walton Street on the open market and the use of the resulting receipt to purchase additional affordable homes for households in need.

Recommendations: That the City Executive Board resolves to:

1. **Approve** in the disposal of the freehold of 156 Walton Street and delegate authority to the Head of Housing to approve the actual terms following a marketing exercise.
2. **Note** that a further report will be submitted to a future CEB setting out the preferred route for purchasing the additional properties once options and the most expedient route have been fully understood.

10 SOUTH OXFORD SCIENCE VILLAGE PLANNING APPLICATION

91 - 96

Lead Member: Councillor Hollingsworth, Board Member for Planning and Regulatory Services

The Head of Planning, Sustainable Development and Regulatory Services has submitted a report which requests approval to join Magdalen College and Thames Water in the submission of a planning application for the proposed South Oxford Science Village at Grenoble Road, to fund the determination of the application including pursuing any appeal processes that may ultimately be necessary

Recommendations: That the City Executive Board resolves to:

1. **Delegate authority** to the Executive Director, Sustainable City, in consultation with the Leader of the Council, to join Magdalen College and Thames Water in the submission of a planning application for the South Oxford Science Village and, if necessary, to pursue the application at appeal.
2. **Approve** pursuing the South Oxford Science Village site through the South Oxfordshire Local Plan process, including examination;

and if necessary, through a planning appeal or call-in inquiry.

3. **Give project approval** for the sum of up to £220,000 representing the Council's share of the costs in accordance with paragraph 4.5 of the Council's constitution to cover additional technical studies and a planning application, and a potential call-in inquiry or appeal. This is in addition to the approved current budget provision of £560,000, which covers promoting the scheme through the Local Plan, and provides the basis for a potential planning application.

11 **MINUTES**

97 - 102

Minutes of the meeting held on 6 April 2017

Recommendation: The City Executive Board NOTES the minutes of the meeting held on 6 April 2017 as a true and accurate record.

DECLARING INTERESTS

General duty

You must declare any disclosable pecuniary interests when the meeting reaches the item on the agenda headed “Declarations of Interest” or as soon as it becomes apparent to you.

What is a disclosable pecuniary interest?

Disclosable pecuniary interests relate to your* employment; sponsorship (ie payment for expenses incurred by you in carrying out your duties as a councillor or towards your election expenses); contracts; land in the Council’s area; licences for land in the Council’s area; corporate tenancies; and securities. These declarations must be recorded in each councillor’s Register of Interests which is publicly available on the Council’s website.

Declaring an interest

Where any matter disclosed in your Register of Interests is being considered at a meeting, you must declare that you have an interest. You should also disclose the nature as well as the existence of the interest.

If you have a disclosable pecuniary interest, after having declared it at the meeting you must not participate in discussion or voting on the item and must withdraw from the meeting whilst the matter is discussed.

Members’ Code of Conduct and public perception

Even if you do not have a disclosable pecuniary interest in a matter, the Members’ Code of Conduct says that a member “must serve only the public interest and must never improperly confer an advantage or disadvantage on any person including yourself” and that “you must not place yourself in situations where your honesty and integrity may be questioned”. What this means is that the matter of interests must be viewed within the context of the Code as a whole and regard should continue to be paid to the perception of the public.

*Disclosable pecuniary interests that must be declared are not only those of the member her or himself but also those of the member’s spouse, civil partner or person they are living with as husband or wife or as if they were civil partners.

HOW OXFORD CITY COUNCILLORS AND MEMBERS OF THE PUBLIC CAN ENGAGE AT THE CITY EXECUTIVE BOARD

Addresses and questions by members of the public, (15 minutes in total)

Members of the public can submit questions in writing about any item for decision at the meeting. Questions, stating the relevant agenda item, must be received by the Head of Law and Governance by 9.30am two clear working day before the meeting (eg for a Thursday meeting, the deadline would be 9.30am on the Tuesday). Questions can be submitted either by letter or by email (executiveboard@oxford.gov.uk).

Answers to the questions will be provided in writing at the meeting; supplementary questions will not be allowed. If it is not possible to provide an answer at the meeting it will be included in the minutes that are published on the Council's website within 2 working days of the meeting.

The Chair has discretion in exceptional circumstances to agree that a submitted question or related statement (dealing with matters that appear on the agenda) can be asked verbally at the meeting. In these cases, the question and/or address is limited to 3 minutes, and will be answered verbally by the Chair or another Board member or an officer of the Council. The text of any proposed address must be submitted within the same timescale as questions.

For this agenda item the Chair's decision is final.

Councillors speaking at meetings

Oxford City councillors may, when the chair agrees, address the Board on an item for decision on the agenda (other than on the minutes). The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one clear working day before the meeting, stating the relevant agenda items. An address may last for no more than three minutes. If an address is made, the Board member who has political responsibility for the item for decision may respond or the Board will have regard to the points raised in reaching its decision.

Councillors speaking on Neighbourhood issues (10 minutes in total)

Any City Councillor can raise local issues on behalf of communities directly with the Board. The member seeking to make an address must notify the Head of Law and Governance by 9.30am at least one clear working day before the meeting, giving outline details of the issue. Priority will be given to those members who have not already addressed the Board within the year and in the order received. Issues can only be raised once unless otherwise agreed by the Board. The Board's responsibility will be to hear the issue and respond at the meeting, if possible, or arrange a written response within 10 working days.

Items raised by Board members

Such items must be submitted within the same timescale as questions and will be for discussion only and not for a Board decision. Any item which requires a decision of the Board will be the subject of a report to a future meeting of the Board

To: City Executive Board

Date: 11 May 2017

Report of: Finance Panel (Panel of the Scrutiny Committee)

Title of Report: The local financial impacts of Brexit

Summary and Recommendations

Purpose of report: To present the recommendations of the Finance Panel on the local impacts of Brexit

Scrutiny Lead Member: Councillor Craig Simmons, Chair of Finance Panel

Executive lead member: Councillor Bob Price, Council Leader and Board Member for Corporate Strategy and Economic Development

Recommendation of the Finance Panel to the City Executive Board:

That the City Executive Board states whether it agrees or disagrees with the recommendation set out in the body of this report.

Background

1. The Finance Panel is monitoring the impacts of Brexit on the Council's finances and on 29 March 2017 considered data on a range of financial indicators. The Committee would like to thank Nigel Kennedy, Head of Financial Services, for attending the meeting to present his report and answer questions.

Summary and recommendations

Treasury investments

2. The Panel noted that interest rates remain at a historic low and that the Council is only achieving an average return of 0.55% on its investments in banks and building societies (excluding property funds), down from 0.68% in August 2016. The Council's medium term financial plan assumes a 0.7% return so this is creating a financial pressure for the Council which is only likely to increase in the near term.

Property fund investments

3. The Panel found that Council's property fund investment values are recovering (having dipped after the referendum result) and remain significantly above the purchase values. However, any capital appreciation will only be realised when the Council exits from these long-term investments. In the meantime the Council's revenue income in the form of quarterly dividends remains secure.

Business Rates

4. The Panel heard that Business Rates income has remained buoyant since the Brexit vote. The Panel noted that there are 3,999 business premises in Oxford with a total rateable value of £255m. However, 24% of this value is attributable to the 22 properties with a rateable value of over £1m. The second highest rateable value is for the BMW plant. If BMW decided to move production to continental Europe the rating assessment could be drastically reduced, with a potential loss to the Council's Business Rates income of £450k per year.

Local economy

5. The Panel noted that in the event that BMW did decide to move production from Cowley to continental Europe there will be serious knock on effects to the wider Oxford economy, including significantly in the supply chain. This remains a big risk to jobs and the overall health of the local economy. The Panel also expressed concern that Brexit is impacting the higher education and language school sectors in the city and making it harder for them to recruit teaching staff, although the lower pound has also made it cheaper for foreign students to come to the UK to study. The Panel suggested that it will be useful to monitor the health of the local education sector, as well as the numbers of bankruptcies in the local economy.
6. The Panel questioned whether there is a mechanism in place for businesses to raise specific warnings or concerns to the Council and its partners at an early stage during the Brexit negotiation process. The Panel note that the Council has some discretion to potentially offer certain Business Rate Reliefs in some circumstances and could make representations to Government on behalf of smaller businesses that don't necessarily have a voice at a national level.

Recommendation - That the Council, perhaps through the LEP, considers whether there is a need for a mechanism for local businesses to express concerns at an early stage about the expected impacts of Brexit on their businesses and jobs in the local economy.

7. Scrutiny will continue to monitor the local impacts of Brexit at regular intervals.

Name and contact details of author:-

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List of background papers: None

City Executive Board response to the recommendation of the Finance Panel (Panel of the Scrutiny Committee) on the local impacts of Brexit

Provided by the Leader of the Council and Board Member for Corporate Strategy and Economic Development

Recommendation	Agree?	Comment
<p>That the Council, perhaps through the LEP, considers whether there is a need for a mechanism for local businesses to express concerns at an early stage about the expected impacts of Brexit on their businesses and jobs in the local economy.</p>	<p>Y</p>	<p>The City Council is in regular contact with Oxford businesses, as is the LEP, and the potential impacts of the U.K. leaving the single market and customs union have been widely discussed. The Council and the LEP have flagged their concerns in their responses to the Industrial Strategy Green Paper and will continue to monitor and report to BEIS on the potential consequences of Brexit. The Council has also responded to the Local Government Association who are liaising with Government on this matter.</p> <p>Going forward, the mechanism for local business to express their concerns is our existing programme of business engagement that delivers against our Business Engagement Framework. We make contact with the largest employers on an annual basis at a minimum (working with the LEP’s Inward Investment and Network Navigator services) to meet with them and understand their plans, issues and support them where required with investment decisions, information and contacts. The impacts of Brexit will continue to form part of those discussions as they become clearer.</p> <p>We can also engage the views of a wider business base, by using our links to business and sector networks that operate locally to gain a collective view of the impact on their members, particularly smaller businesses. The impact of exiting the EU will also be referred to the Oxford Strategic Partnership’s Economic Growth Steering group to report on. Where more evidence is uncovered on the likely impact, it will be shared with colleagues, members and the key Government departments as appropriate.</p>

To: City Executive Board
Date: 11 May 2017
Report of: Scrutiny Committee
Title of Report: The Council's use of PSPO powers

Summary and Recommendations

Purpose of report: To present the recommendations of the Scrutiny Committee on the use of PSPO powers

Scrutiny Lead Member: Cllr Andrew Gant, Chair of Scrutiny

Executive lead member: Cllr Dee Sinclair, Board Member for Community Safety

Recommendation of the Scrutiny Committee to the City Executive Board:

That the City Executive Board states whether it agrees or disagrees with the two recommendations set out in the body of this report.

Background

1. The Scrutiny Committee requested a report on the impacts of public spaces protection orders (PSPOs) in the city including the numbers and types of interventions and enforcement actions. The Committee would like to thank Councillor Dee Sinclair, Board Member for Community Safety, and Richard Adams, Community Safety and Resilience Manager, for providing the report and presenting it to the committee on 27 March 2017.

Summary and recommendations

2. The Community Safety and Resilience Manager said that as there have been no breaches of the Foresters Tower PSPO. The PSPO will not be renewed when it expires and the legal test for retaining it would not be met. Four fixed penalty notices have been issued under the city centre PSPO, all for illegal peddling, and no cases have gone to the magistrates' court. The Board Member for Community Safety emphasised that this PSPO was about education not just enforcement.

3. The Committee questioned whether displacement has been monitored for the city centre PSPO and whether the Council is dealing with problems or just moving them around. The Community Safety and Resilience Manager explained that the PSPO did not seek to address rough sleeping (which has generally increased across the city) and that most of the restricted behaviours were only relevant to the city centre (e.g. cycling in certain streets). There has been a reduction in aggressive begging, which was covered by the PSPO, but not in begging per se.
4. The Committee queried how the Frequently Asked Question (FAQ) system works and whether an individual caught for two different breaches is issued with two FAQs or a penalty notice. The Community Safety and Resilience Manager said there are a very small number of repeat offenders who are known to the Council. He offered to provide the Committee with information on the numbers and profiles of these offenders and provided assurance that data sharing with partner organisations about people with complex needs was generally good.
5. The Committee noted that data is only collected when officers are actually present to observe nuisance behaviours taking place and issue FAQs. This makes it difficult to know how much weight to give the data.
6. The Committee commented that the cycling restrictions on Cornmarket and Queen Street are regularly ignored and heard that this is an ongoing concern. The Community Safety and Resilience Manager said that officers don't know the extent to which this problem is due to people deliberately ignoring the signage or whether they don't know it's there. Officers are not routinely stationed to catch people in the act but 234 FAQs have been issued to people breaching the cycling restrictions – far more than for any other nuisance behaviours covered by the PSPO. If a person jumped back on their bike having been issued with an FAQ they would be given a fixed penalty notice. Controlling the problem in this way continuously would require significant additional resources so it is as much about getting the message out there and each year educating new cohorts of students about the restrictions. The Committee voiced support for officers taking more targeted 'short and sharp' enforcement actions to police the cycling restrictions in the city centre, as well as more proactive messaging to students and other groups to raise awareness of the restrictions more generally.

Recommendation 1 – That the City Council takes more targeted enforcement actions aimed at addressing breaches of cycling restrictions in Queen Street and Cornmarket Street, together with more proactive messaging to key groups such as students.

7. In response to a question the Committee heard that Oxfordshire County Council can't improve the signage due to traffic regulation orders. The Committee suggest that efforts should be made to encourage the highways authority to improve the cycling signage on restricted streets in any way they can.

Recommendation 2 – That the City Council requests that Oxfordshire County Council does what it can to improve cycling signage on Cornmarket and Queen Street.

Name and contact details of author:-

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List of background papers: None

City Executive Board response to the recommendation of the Scrutiny Committee on the Council's use of PSPO powers

Provided by the Board Member for Community Safety

<i>Recommendation</i>	<i>Agreed?</i>	<i>Comment</i>
1. That the City Council takes more targeted enforcement actions aimed at addressing breaches of cycling restrictions in Queen Street and Cornmarket Street, together with more proactive messaging to key groups such as students.	Y	The management of cycling restrictions that exist in Queen St and Cornmarket is the duty of Oxfordshire County Council. The City Council will run operations to tackle breaches of the PSPO that reflects the County Council's restrictions, but would like more active assistance from County Council officers.
2. That the City Council requests that Oxfordshire County Council does what it can to improve cycling signage on Cornmarket and Queen Street.	Y	

To: City Executive Board
Date: 11 May 2017
Report of: Head of Community Services
Title of Report: Fusion Lifestyle's Annual Service Plan 2017/18.

Summary and recommendations	
Purpose of report:	The report recommends that the City Executive Board endorse Fusion Lifestyle's 2017/18 Annual Service Plan for the continuous development, management and operation of leisure services in Oxford– as recommended by the Leisure Partnership Board.
Key decision:	Yes
Executive Board Member:	Cllr Linda Smith, Board Member for Leisure, Parks and Sport
Corporate Priority:	Strong, Active Communities; Vibrant, Sustainable Economy; Cleaner, Greener Oxford City Council.
Policy Framework:	Leisure and Wellbeing Strategy, 2015 to 2020.
Recommendation: That the City Executive Board resolves to:	
1. Endorse the Fusion Lifestyle Annual Service Plan for 2017/18 as recommended by the Leisure Partnership Board.	

Appendices	
Appendix 1	Fusion Lifestyle's Annual Service Plan 2017/18
Appendix 2	Risk Register
Appendix 3	Initial Equality Impact Assessment

Introduction and background

1. In March 2009 the Council entered into a contract with Fusion Lifestyle (Fusion) a social enterprise with charitable status for the continuous development, management and operation of leisure services in Oxford.
2. In February 2014 the City Executive Board agreed to extend the contract for the development, management and operation of the City's leisure centres for a five year period to April 2024.

3. Fusions 2017/18 Annual Service Plan (Plan) builds on the Council's approach to delivering world class leisure provision to Oxford's residents.
4. The contract with a social enterprise whose sole focus and extensive expertise is operating leisure facilities has greatly improved the user experience, alongside achieving increased cumulative cash savings of around £1.94 million per year.
5. The cost of the core leisure management contract to the Council was fixed according to an agreed payment schedule for the period of the contract. From April 2015 and for the remainder of the contract Fusion now pay the Council for the management of facilities. This equates to around £3 million pounds savings to the council over the remaining contract period.
6. Over this period facilities have been greatly improved with around £15 million of capital investment by the Council, which has in the main been funded by increased income.

Key achievements in 2016/17

7. Leisure provision in the city is continuously improving since the collaboration with Fusion in 2009 and supports the Council's strategic aims.
8. Accessible and affordable leisure opportunities through pricing structures at appropriate and inclusive levels.
 - Fees and charges are based on charging a market rate for those who can afford it, whilst offering concessions to those on low incomes.
 - The Bonus concessionary membership scheme for those in receipt of one of 15 eligible benefits, and their dependents, continues to give reduced rates on activities at all our leisure facilities and continues to offer affordable access to Oxford facilities.
 - The Bonus concessionary monthly membership has been discounted from £25 per month to £19.
 - A facility only membership is being piloted at Leys Pools and Leisure Centre.
9. Improving health and well-being by positively promoting and delivering the benefits of healthy living and active lifestyles.
 - Pilot of healthier choices vending schemes at Leys Pools & Leisure Centre.
 - In partnership with Oxfordshire Sport and Physical Activity (OxSPA) Active Women programmes were designed to overcome barriers that prevent women being active.
 - Provision of reduced cost facilities to local groups such as Oxford Swans disability swimming group.
 - Delivery of an Exercise on referral scheme in partnership with local Health Practitioners and OxSPA.
 - For a second year Leys Pools and Leisure Centre hosted the Oxfordshire College Games. The tournament was primarily about engaging students in the further education sector who have stopped participating in sport.

- Evaluation through Social Return on Investment (SROI) methodology, February 2016 found that Fusion generated £18,286,935 of gain from its work in Oxford during 2014.¹

10. Supporting the Council's Youth Ambition Programme.

- Continued to deliver Council funded free swimming sessions and lessons for those under 17 years of age and living in the city.
- Junior Gym sessions in city leisure facilities.
- Affordable leisure memberships offer for those less able to afford to participate.
- Venue provision for Youth Ambition projects.

11. Tackling climate change and promote sustainable environmental resource management providing quality through continuous improvement.

- OCC has been working in collaboration with Fusion on a range of Carbon reduction projects, such as:
 - Solar Photovoltaics
 - Biomass wood chip boiler
 - Voltage Optimisers
 - Waste Heat Recovery
 - LED Lighting
 - Pool covers
 - Boiler optimisation and upgrades.
- Since 2011 an estimated 212 tonnes of carbon dioxide (amount of greenhouse gas²), per year has been avoided and estimated £41,000 per year saving in energy spends. This has been achieved against a backdrop of a large increase in participation and indicates good progress and commitment with the Council's priority to reduce carbon emissions.

12. Driving value for money by ensuring that the leisure offering is of a high standard and innovative.

- Additional increases in the Oxford Living Wage and energy costs have been absorbed.
- Quest (the sport and leisure industry quality and customer assurance scheme) has been achieved and maintained at all the centres, with Ferry Leisure Centre achieving "Quest excellent."
- Fusion continues to maintain International Standards 14001, 14002 and 9001 following external assessments.

¹ Ross, C. Barker, L. and Epsley, S. (2016) Fusion Lifestyle Social impact evaluation of selected projects, London, Fusion Lifestyle and Bates Wells & Braithwaite LLP

² A greenhouse gas is any gaseous compound in the atmosphere that is capable of absorbing infrared radiation, thereby trapping and holding heat in the atmosphere. By increasing the heat in the atmosphere, greenhouse gases are responsible for the greenhouse effect, which ultimately leads to global warming.

- Development on time and within budget of the new 3G multi-use games area and new parking bays at the Leys Pools and Leisure centre.

13. Delivering Service Excellence by striving to achieve an excellent customer satisfaction rating.

- Currently very high customer satisfaction levels - 92 per cent satisfied and 75 per cent of customers rate the centres as good or excellent.
- Fusion also uses Net Promoter Score³ which is a methodology to measure the willingness of customers to recommend leisure services to others. In 2015/16 Oxford leisure services averaged 21 per cent, which is the second highest rating in the Fusion business. To further context this Virgin Active's average score in 2015 was 17 per cent across their 105 clubs.

Development of the 2017/18 Plan

14. The 2017/18 Plan was developed and agreed by the Leisure Partnership Board. The Board consists of representatives from the following groups:

- Leisure centre customers
- Older people
- Young people
- Executive member (labour) with the responsibility for leisure
- Liberal democrat with the responsibility for leisure
- Senior Council and Fusion Officers
- Public Health
- Oxfordshire County Council - Early Intervention

The function of the Board is to oversee the delivery of the city's corporate objectives through the leisure contract. An effort has been made to broaden input into the Board and over the last year there has been more attendance and contribution from Young People and Users.

15. Preparation of the 2017/18 Plan has incorporated:

- Review of performance from contract commencement
- Review of achievements in respect of national and industry relevant benchmarks
- Commitments and intentions set out in Fusion Lifestyles tender submission
- Liaison with stakeholders
- Linkage to the Council's corporate plan.

16. A summary document will clearly set out the Plan headlines and be available to customers, staff and other key stakeholders. The document will be printed in a format consistent to previous contract years.

³ The Net Promoter Score is an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand.

2017/18 Performance Targets ⁴

17. Key targets committed to in the 2017/18 Plan include:

	2016/17 estimated outcome	2017/18 target
Year-on-year increase in participation by residents in the most deprived wards in the city	90,000 visits	94,500 visits
Year-on-year increase in participation by people over 50 years of age	116,000 visits	133,400 visits
Year-on-year increase in participation by women and girls	421,000 visits	442,000 visits
Year-on-year increase in participation by people aged under 17 years	189,000 visits	198,500 visits
Year-on-year increase in participation by Black, Asian and Minority Ethnic people	78,800 visits	90,800 visits
Year-on-year increase in participation by people with a disability	16,800 visits	19,300 visits
Year-on-year increase in participation by key target groups ⁵	484,000 visits	508,200 visits
To maintain customer satisfaction levels at leisure facilities above 95% (Good, Satisfactory, Excellent).	92%	> 95%
Striving for excellence with the aim on achieving a good or excellent customer satisfaction rating.	60%	60%
To retain Quest accreditation at four facilities at least "good" level. One at Quest Excellence	5 facilities	5 facilities
Contribute to the Council's delivery of a 5% minimum reduction in carbon emissions year-on-year.	5 per cent	5 per cent

18. Overall visits have increased 32 per cent on pre contract levels, now totalling around 1.25 million visits a year.

19. The main increase in usage is in our target groups (people from areas of deprivation, Black, Asian and Minority Ethnic Groups (BAME), people, older people, disabled people, women and girls and under-17s), which have increased from 206,000 visits in 2009/10 to 445,000 visits in 2016/17.

20. The overall number of customer visits to leisure facilities in 2016/17, is expected to be 1.4 million, an increase of 36 per cent since contract commencement; approximately 504,000 more visits per annum when compared with the period prior to the transfer to Fusion.

⁴ Based on April 2016 to February 2017 visits

⁵ Young People, Older people, those with disabilities, BAME and those from areas of deprivation.

21. The 2016/17 figures are provisional; we will have final participation figures from Fusion in early April 2017.
22. Over the next year we will be investing £50,000 in planned maintenance.
23. Competitor benchmarking against neighbouring leisure providers continues to demonstrate that fees and charges in city leisure facilities continue to be at least comparable.

Key focus areas for 2017/18

24. A number of commitments were agreed - by the Leisure Partnership Board - within the business planning process for inclusion in the 2017/18 Plan.
 - To look at the good/excellent rating of customer service, aiming for a 60% excellent rating in 2017/18.
 - To increase participation by a minimum of 5% and in some cases 15%.
 - For Fusion to increase income and reduce deficit in 2017/18 to sufficient levels to produce a surplus in all sites.
 - To contribute to the delivery of the Council's targets of reducing carbon emissions by a minimum 5% year-on-year.
 - To maintain at all facilities the UK quality award scheme accreditation QUEST score of at least 'Good', target Ferry Leisure Centre to maintain it's 'Excellent rating' and press Fusion to work towards an 'Excellent rating' for Leys Pools and Leisure Centre.
 - Review the Council funded free swimming session and lesson schemes and implement a communications plan to promote provision.
 - To prioritise feasibility opportunities for crèche facilities at Ferry Leisure Centre in 2017.
 - Development of the Horspath Sports village in partnership with key stakeholders (including Oxford City Athletics Club).

Performance Management

25. There will be an on-going review and monitoring process for the Plan. This will incorporate management scrutiny, monthly client performance reports, monthly meetings between key representatives of the Council and Fusion, quarterly Leisure Partnership Board meetings and a formal review in advance of the 2018/19 planning process.

Environmental

26. The Plan has targets and actions that will have a positive environmental impact. These contribute to the Council's commitment for tackling climate change, promoting sustainable environmental resources, and to the reduction of carbon and water. The partnership between the Council and Fusion will continue to stretch this and where additional investment is required it may be possible to build sound business case.

Financial implications

27. Savings from the contract with Fusion are already reflected in the council's budget and the risk for achieving these is Fusions. The management agreement also contains provisions to share Legal issues.
28. The Council has a contractual relationship under which the council's leisure facilities are managed by Fusion. The Leisure Management Agreement sets out the range of contractual requirements with which Fusion must comply. Fusion's delivery of the Service Plan is a contractual commitment.

Level of risk

29. There is a low level of risk to service provision. The contract has a good track record, strong contract management and member scrutiny. Descriptions and mitigation for this level of risk are demonstrated in the Risk Register, (Appendix Two).

Equalities impact

30. Targets and actions within the Plan ensure equitable access to improved facilities and encourage increased usage for underrepresented and concessionary groups, in accordance with the equalities impact assessments and action plan, (Appendix Three).

Report author	Lucy Cherry
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Background Papers: None	
1	Fusion Lifestyle Annual Service Plan summary 2016/17 (proposed design of finished document)

ANNUAL SERVICE PLAN

CLIENT:

OXFORD CITY COUNCIL

PERIOD:

From

April 2017

To

March 2018

SUBMITTED BY:

Mike Harrison

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SERVICE PLANNING EXECUTIVE SUMMARY

INTRODUCTION:

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2017 to March 2018.

The purpose of the Annual Service Plan is to describe the underpinning strategic objectives and to set out specific action plans in respect of those strategic objectives.

The Annual Service Plan incorporates an executive summary, a review of previous years, a description of the planning context, details of the strategic objectives for 2017/18, specific action plans in respect of those strategic objectives and a risk analysis;

The contents of the Annual Service Plan, once agreed with the Leisure Partnership Board, will be submitted to the City Council's Executive Board and then communicated to staff, customers and other stakeholders;

We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

The ongoing review and monitoring process will incorporate ongoing management scrutiny, monthly update reports, monthly meetings between key representatives of Fusion and the Council, quarterly Leisure Partnership Board meetings and a formal review in advance of the 2018/19 service planning process.

FINANCIAL:

Two strategic objectives have been identified in respect of "financial" issues:

- * F1 To ensure each centre is financially self sustainable and generating a surplus
Individual business plans for each centre with target of surplus
- * F2 To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive
Key actions include implementation of 2017/18 pricing proposals, including general RPI increases across core prices and planning for 2018/19 pricing

PARTICIPATION:

Nine strategic objectives have been identified in respect of "participation" issues:

- * P1 To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City
Key actions include: review of target wards, direct mail campaigning, work with relevant local stakeholder groups and development of specific programmes and activities;
- * P2 To deliver a 15% year-on-year increase in participation by users aged over 50
Key actions include: review of literature and website marketing, work closely with relevant local stakeholder groups to include the Councils Communities and Sports Development teams, and PCT in the further development of the healthy living initiatives;
- * P3 To deliver a 5% year-on-year increase in participation by users aged under 16
Key actions include: development of children's party, aquatics and holiday programme products, work with relevant local stakeholder groups and the Councils Sports Development and Youth Ambition teams; improved work with schools and support of the Youth Ambition Program;
- * P4 To deliver a 15% year-on-year increase in participation by users from BME groups
Key actions include: mail campaigning, work with relevant local stakeholder groups and the Councils Communities and Sports Development teams; development of community ambassadors and development of specific programmes and activities;
- * P5 To deliver a 15% year-on-year increase in participation by disabled users
Key actions include: development of specific access awareness, work with relevant local stakeholder groups and the Councils Sports Development team; IFL accreditation such as the Swans and development of specific programmes and activities;
- * P6 To deliver a 5% year-on-year increase in participation on junior swimming
Key actions include creation of a specific marketing plan, implementation of a revised aquatics product, development of a programme of relevant add-ons, and review of the free swimming hours;
- * P7 To deliver a 15% year-on-year increase in participation in 60+ swimming
Key actions include: implementation of revised aquatics product and development of a programme of relevant add-ons and the creation of a specific marketing plan;

* P8 To deliver a 5% increase in participation by Women and Girls

Key actions will be to work within the 'Active Women Project' supported by key partners and funded by Sport England

* P9 To deliver a 5% increase in participation target - over achievement

CUSTOMER RELATIONS:

Four strategic objectives have been identified in respect of "customer satisfaction" issues:

* CR 1 To maintain customer satisfaction levels at leisure facilities above 95% Good, Satisfactory and Excellent

Key actions include full compliance with all Fusion customer care procedures, consistent application of processes in respect of User Groups, customer forums, management surgeries and planned actions following completion of National Benchmarking Surveys and the more regular Marketforce customer surveys;

* CR 2 Striving for Good/Excellence 60%

Aiming for increasing satisfaction scores through Please tell Us What You Think - aiming for Good/Excellence

* CR 3 Response time for customer feedback - responded to within 48hrs and closed off in no more than 7 days

Key action is delivery of action plans based on a specific reviews and results of customer relations programmes and regular feedback/management of key personnel at site level;

* CR 4 To deliver a reduction of 6% in annual attrition levels for memberships

Key actions include full implementation of Fusion's customer relations management procedures, including the taking of appropriate action following results of cancellation surveys. Ensuring that facilities are run and maintained to excellent standards with correct pricing, programing and with the right staff in the right positions

HEALTH AND SAFETY:

One strategic objective has been identified in respect of "health and safety" issues:

* HS1 To ensure 100% compliance with Fusion H&S policies and procedures

Key actions include continued review of compliance, regular audits and ongoing improvement plans.

FACILITY MANAGEMENT:

Six strategic objectives have been identified in respect of "facility management" issues:

* FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities

Key actions include 100% compliance with procedures, regular review of failure trends, implementation of remedial plans and further development of the F360 inspections;

* FM2 To engage fully with the Council's priority " To tackle climate change and promote sustainable environmental resource management" and to contribute the Council's delivery of a 5% minimum reduction in carbon emissions year-on-year

Key actions include review of target figures, implementation of ISO14001 policies and procedures, review and implementation of works in respect forward lifecycle and development works; development of wider staff engagement in identifying and tackling excess or unnecessary energy, water consumption; seek to ensure that, wherever possible, use is made of the funding available under the Salix funding scheme to procure appropriate energy-saving initiatives within Oxford facilities.

* FM3 To achieve a 50/50 split (50% recycling 50% landfill) of all refuse collection from our centres

Key actions include establishment of baseline figures, implementation of ISO14001 policies and procedures and development of specific plans and liaising with the refuse team at OCC

* FM4 To ensure that high standards of cleaning are achieved at all times

Key actions include establishment and delivery of regular, deep and specialist cleaning programmes, regular review of effectiveness of cleaning and clear communication of cleaning standards;

* FM5 To ensure that high standards of repair and maintenance are achieved at all times

Key actions include review of performance of Facility Management in house team and subcontractors, delivery of programme of lifecycle works and management of the equipment inventory;

* FM6 To maintain Quest accreditation at a minimum 'Excellent' at Ferry L. C, Good at Leys Pools & L.C, Hinksey Outdoor Pool, Oxford Ice Rink and Barton L. C. -

Key actions include: Information Management System audit and implementation of relevant continuous improvement plans.

STAFFING:

Three strategic objectives have been identified in respect of "staffing" issues:

* S1 To ensure that the Right People are in the Right Place at the Right Time

Key actions include implementation of standard management and staffing structures, full compliance with HR policies and procedures, delivery of training and personal development plans and implementation of succession plan;

* S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall

Key actions include full compliance with HR policies and procedures, review of all job descriptions, specific promotion of Fusion as an employer of choice, and improved delivery of coaching and training programmes;

* S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community

Key actions include formal analysis of current workforce, development of specific action plans, delivery of relevant training and thoughtful & thorough recruitment procedures followed.

MARKETING:

Six strategic objectives have been identified in respect of "marketing" issues:

* M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated

Key actions include establishment of clear protocols, identification of measurable KPIs re awareness, training to key managers and ongoing liaison with representatives from Council comms department;

* M2 To deliver a 5% increase in the total membership

Key actions include delivery of a calendar of sales activity; creation and implementation of specific action plan, targeted work in respect of deprived wards, BME groups, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;

* M3 To establish and maintain the highest standards of facility presentation

Key actions include delivery of specific action plan to include notice board presentation, and customer journey

M4 To establish and maintain the highest standards of web and social media promotion

Key actions to include: Websites and social media are kept up to date and are innovative

M5 To develop connections and outreach with local school, youth clubs and Under18's

To improve relationships with schools and youth groups and so promote health and fitness

M6 To launch new collateral designs and reduce print wastage

Launch new concept marketing designs and literature and reduce waste

SPORTS AND COMMUNITY DEVELOPMENT:

Six strategic objectives have been identified in respect of "sports and community development" issues:

- * SCD1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities

Key actions include the updating of the specific list of relevant stakeholders, development of planned consultation/liaison, work with the Council's Sports Development Youth Ambition and Communities teams and delivery of joint initiatives;

- * SCD2 To develop and maintain positive and proactive relationships with local sports clubs

Key actions include the review of the club register, delivery of calendar of liaison and ongoing club support and exploration of potential new clubs;

- * SCD3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users

Key actions to include review of swimming pool, sports hall, studio, holiday programmes and ice rink programmes and delivery of improvements;

- * SCD4 To proactively explore opportunities for external funding

Key actions include development of database of funding opportunities, delivery of relevant action plan and delivery of workshops to GMs;

- * SCD5 To positively promote the benefits of healthy living and active lifestyles

Key actions include use of Sports and Community Development notice board and development of joint initiatives with key partners including public health and clinical practitioners and the Barton Healthy New Town project; production of case studies to demonstrate impact, outcomes and social value of delivery.

- SCD6 Develop & maintain relationships with schools and educational groups

Key actions include: consultation and liaison with schools, colleges and educational groups; facilitating work experience and delivering taster sessions

FACILITY DEVELOPMENTS:

One strategic objective has been identified in respect of "facility development" issues:

- * FD1 To develop a programme of other facility development proposals in the leisure facilities

Key actions include development of relevant business cases and progression of any agreed plans.

PARTNERSHIP DEVELOPMENT:

Three strategic objectives have been identified in respect of "partnership development" issues:

- * PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements

Key actions include establishment and implementation of meeting schedules, full compliance with all client liaison procedures, full compliance with all reporting and positive contribution to the Partnership Board;

- * PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford

Key actions include consideration of opportunities at Horspath Athletics Track and potential crèche facilities at Ferry Leisure Centre;

Key actions include delivery of agreed plans;

- * PD3 To optimise the development of the partnership between Fusion and Oxford City Council

Key actions include establishment and implementation of wider liaison between representatives of Fusion and the Council.

INTRODUCTION

INTRODUCTION TO THE ANNUAL SERVICE PLAN:

Fusion commenced management of the City Council's seven leisure facilities on March 30th 2009.

The management contract now incorporates the delivery of services of the City Council's main five leisure facilities: Barton Leisure Centre, Leys Pool & Leisure Centre (previously Blackbird Leys Leisure Centre) Ferry Leisure Centre, Oxford Ice Rink and the Seasonal Hinksey Outdoor Pool.

In establishing this management contract, the City Council's key aim is to facilitate the development of World Class facilities and World Class services within the City. Throughout the duration of the contract both parties intend to deliver significant improvements in service levels, value for money and customer satisfaction with the City's leisure facilities. The emphasis in the early stages of the contract was on the delivery of significant investment in customer-facing areas throughout the leisure facility portfolio. Following the developments the emphasis will be to further increase usage of facilities.

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2017 to March 2018.

The purpose of the Annual Service Plan is to describe the underpinning strategic objectives and to set out specific action plans in respect of those strategic objectives.

The intention is to carefully monitor the delivery and impact of the Annual Service Plan such that successes and areas for improvement are identified and acted upon.

PREPARATION OF THE ANNUAL SERVICE PLAN:

The Annual Service planning process has incorporated the following elements:

- * review of performance from contract commencement to date;
- * review of achievements in respect of Sport England National Benchmarking Service and other relevant benchmarks; liaison with the City Council and the Leisure Partnership Board in order to understand any specific service requirements pertaining to the year ahead;
- * assimilation of any specific and relevant elements of Fusion's corporate business plan;
- * liaison with appropriate stakeholders in order to understand key issues and potential development opportunities;
- * assimilation of staff and customer feedback in respect of current service levels and opportunities for improvements;
 - * analysis of the local market, potential key targets and relevant competition;
 - * establishment of primary service objectives for the next twelve months;
- * creation of specific action plans, with defined accountabilities and timescales, to deliver these service objectives;
 - * establishment of clear and measurable ("SMART") targets in respect of all elements of the Plan;
 - * confirmation of monitoring and review systems and procedures for the Plan.

CONTENTS OF THE ANNUAL SERVICE PLAN:

The key contents of this Annual Service Plan are as follows:

- * an executive summary of the annual service plan;
- * a review of performance from previous year;
- * description of the context for the annual service planning process;
- * details of the strategic objectives and detailed actions plans for a series of service elements as follows:
 - financial, participation, customer relations, health and safety, Facility Management, staffing, marketing, sports and community development, facility developments, partnership development;
 - * detailed calendars of activities in respect of specific strategic objectives;
- * a description of how the contents of the annual service plan will be agreed and subsequently communicated to key stakeholders;
- * a description of how the delivery of the annual service plan will be monitored, reported and, where relevant, updated through the course of the year;
 - * an analysis of the key risks associated with the delivery of the annual service plan.

COMMUNICATION OF THE ANNUAL SERVICE PLAN:

The process for the initial agreement of the Annual Service Plan is as follows:

- * October '16: Partnership Board initial discussion regarding primary service objectives;
- * December '16: Presentation of draft Annual Service Plan to Leisure Partnership Board;
- * January '17: Presentation of the final Annual Service Plan to the Leisure Partnership Board;
 - * April'17: Agreement of Annual Service Plan by OCC Executive Board.

The planned process for the communication of the key principles of the Annual Service Plan is as follows:

- * February 2017: communication to Fusion management team and staff;
- * April 2017: Presentation of the Annual Service Plan to the Council City Executive Board for endorsement
 - * April 2017: communication to customers and key stakeholders.

REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

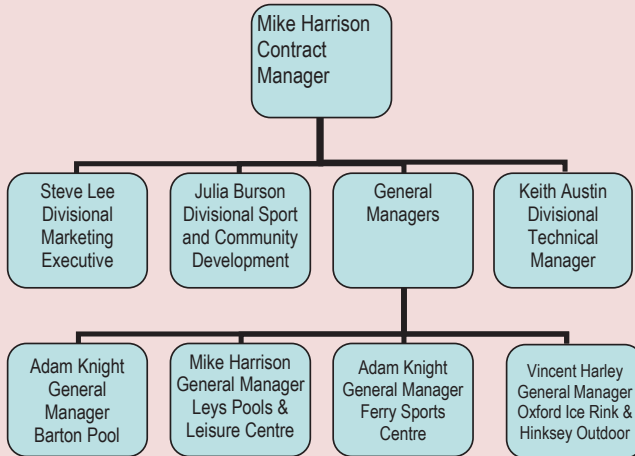
We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

The ongoing review and monitoring process will incorporate the following elements:

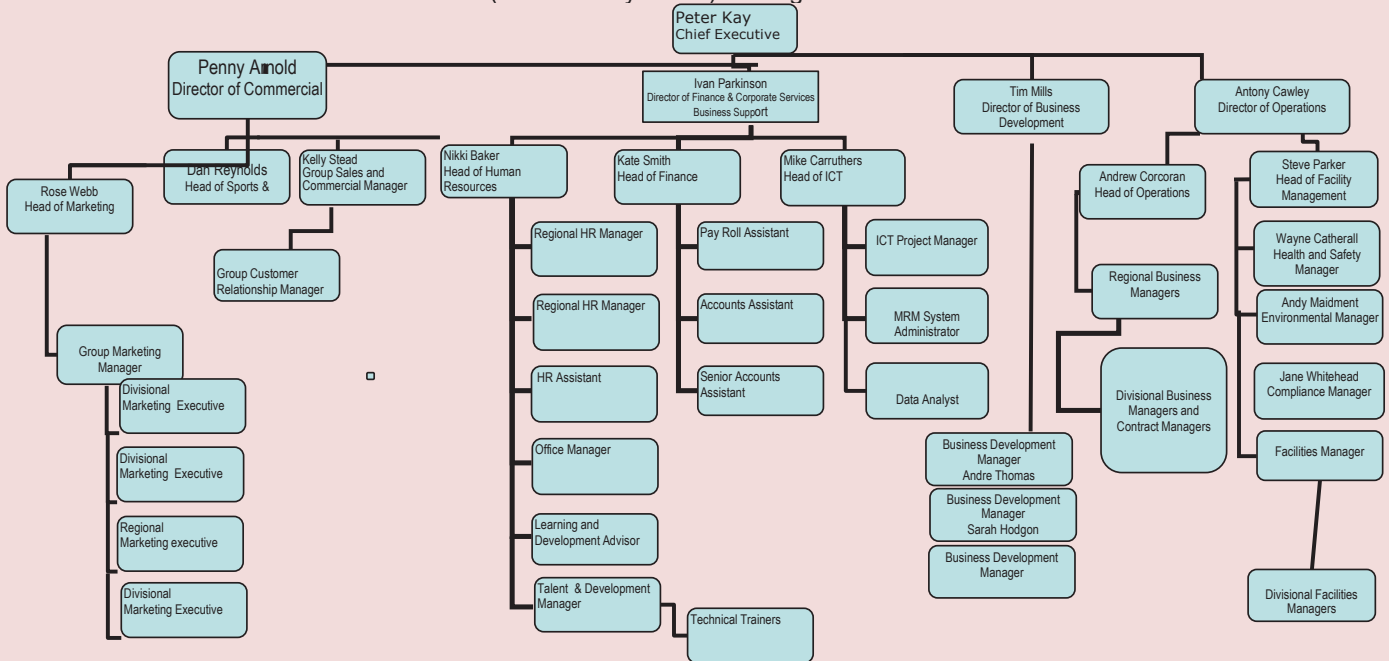
- * ongoing management scrutiny at site, divisional, Senior Management Team and Executive Management Team levels;
 - * monthly update reports delivered by Fusion to the Council;
 - * monthly meetings between key representatives of Fusion and the Council;
 - * quarterly meetings of the Partnership Board;
 - * an annual Senior Council and Fusion Stakeholder meeting

KEY FUSION PERSONNEL INVOLVED IN THE DELIVERY OF THE ANNUAL SERVICE PLAN:

Oxford Divisional Staffing Structure:



Fusion central (Bermondsey Street) staffing structure:



SERVICE PLANNING CONTEXT

INTRODUCTION:

The purpose of this section of the Annual Service Plan is to establish the context in which the planning activity will take place. This context incorporates a range of national, local and organisational factors, as follows:

- * the objectives as set out by the Leisure Partnership Board;
- * Fusion's corporate objectives as reflected in the company's Business Plan
 - * the analysis of contract performance to date;
- * the commitments and intentions set out in Fusion's Best And Final Offer tender submission; Supplementary agreements and the Contract Extension agreement, 2014;
 - * the findings of the Sport England National Benchmarking Surveys undertaken in respect of 5 of the facilities;
- * the analysis of the markets affecting the leisure facilities, including industry developments, national trends, regional and local market factors.

In the notes that follow, we have set out the key principles within each of these factors. These principles are then summarised in the form of a SWOT analysis for the current service.

PARTNERSHIP BOARD OBJECTIVES:

The over-riding objective of the Partnership Board is to ensure that the leisure facilities deliver a service that is "World Class for Everyone".

The specific themes identified for service performance in 2017/18 are as follows:

- * continued engagement with reducing CO2 Emissions - delivery of 5% year-on-year reduction in carbon emissions (PB1)
- * continued engagement with and participation by the Council's target groups, as follows: increases in participation by users resident in the most deprived wards in Oxford, BME groups, disabilities, junior free swim scheme, under 16s participation; women participation. We aim to exceed and increase participation by at least 5% across all groups and total participation but with targets being as high as 15% in certain target groups such as older people (PB2)
 - * maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated (PB3)
 - * improving access to the facilities (e.g. car parking) (PB4)
 - * to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford (PB5)
- * to improve the health and well-being of local communities by engaging people in physical activity and healthy eating choices (e.g. healthy vending machines) (PB6)
 - * to improve the offering of the 11-15 year old programming including term time and school holiday's (PB7)

OXFORD CITY COUNCIL CORPORATE OBJECTIVES:

The Annual Service Plan is also influenced by the City Council's broader corporate objectives. The relevant objectives are incorporated into the Corporate Plan 2016-2020 and those objectives with specific relevance to the leisure facilities are as summarised below:

- * Vibrant, sustainable economy: "...the City Council will need to build on our strong partnerships with neighbouring authorities, public sector partners, developers and business to capitalise on the unique opportunities presented by the knowledge economy and concentration of high-tech businesses. The City Council plays a key role in promoting and shaping development, working with investors, developers and land owners." (OCC1)
- * Meeting Housing Needs: Improving Oxford residents' access to affordable and high-quality homes in good environments that are close to jobs and facilities (OCC2)
- * Strong, Active Communities: "Provide high quality community and leisure facilities and seek to increase participation in regular physical activity to improve people's health and quality of life". "The City Council will be investing £5 million in the Horspath Athletics Ground." ".....work with communities and partners to encourage participation and develop new models of service and develop the use of our public buildings for a wide variety of community services." "Engage young people in our Youth Ambition program to improve educational attainment, their skills and ambition; and work with schools to ensure that young people benefit from social, cultural and sports opportunities." (OCC3)
- * A Clean and Green Oxford: The City Council's objective is to have an attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution. They will do this by; "investing in energy efficiency, renewable energy to continue to reduce carbon emissions from our own estate by a minimum 5% each year....." Through Government Salix Scheme and our own Salix-Plus fund we will invest in renewable energy, energy efficiency, and water savings technology to reduce environmental impact and save money." (OCC4)
- * An Efficient, Effective Council: A customer focussed organisation, delivering efficient, high-quality services that meet people's needs. "The City Council pays a living wage (£8.93 per hour) to all staff and require the same of our contractors and suppliers." (OCC5)

Further, in the Leisure and Wellbeing Strategy 2015-2020, the City Council is reviewing its leisure programmes which seeks to achieve the following 3 objectives:

- * 1 A world class leisure offer: to be achieved via investment, leisure centres, outdoor sports, the broader leisure offer and improving the ways to promote the offer.
- * 2 Our focus sports: to remain focussed on creating innovative and inclusive sporting pathways that drives up participation in our Focus sports through a joined up leisure offer. The Focus sports include; swimming, cycling, rugby union, dance, cricket, athletics, tennis, table tennis, football and youth ambition.
- * 3 Partnership working: to achieve progress in effective partnership working towards increasing physical activity levels.

FUSION CORPORATE OBJECTIVES:

Fusion's corporate vision is "to be the UK's first choice leisure organisation, delivering a new standard in healthy active leisure", and this vision is reflected in the company's three core values of "We put the Customer First", "We make it happen" and "We only want the best".

Fusion's five-year and annual corporate business plans reflect this vision and these core values and incorporate five strategic strands as follows: "Sustainable Growth and profitability", "Customer First", "Efficiency, Effectiveness and the Highest Quality Service", "Fusion People" and "New Business Development", as well as financial targets.

The specific targets specifically established for 2016 are as follows:

- * to deliver a 8% year-on-year increase in turnover (Fus1)
- * to deliver a 10% increase in Margin (Fus2)
- * to deliver a 4% increase in like for like revenue (Fus3)
- * to ensure 98% "good"/"excellent" for overall customer satisfaction and 100% "good"/ "excellent" for staff (Fus4)
- * to deliver Quest accreditation rating of "Excellent" (Fus5)
- * to achieve turnover of 86 million pounds (Fus6)

2016/17 PERFORMANCE:

to be added first week of April

The notes below provide a summary of the information provided on the "Performance Review" tab:

AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

Key commitments agreed within the business planning process are:

- * to look at the good/excellent rating of Customer service aim for 60% target in 2017/18
- * to increase participation by minimum 5% and in some cases 15%
- * to increase income and reduce deficit in 2017/18 to sufficient levels to produce a surplus in all sites
- * to contribute to the delivery of the Council's targets of reducing carbon emissions from Council buildings by a minimum 5% year-on year;
- * to maintain Quest accreditation score of at least 'Good' and target Ferry to maintain it's 'Excellent' rating

SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the last part of 2014, Sport England National Benchmarking Surveys were published for Barton Leisure Centre and Oxford Ice Rink. Ferry Leisure Centre and Leys Pools and Leisure Centre were published in early 2015 although the survey of Leys Pools and Leisure Centre did not include the new wet side facilities. The Survey processes involved an analysis of financial and usage statistics for the facilities (in year 2013/14) and sample surveys of customer satisfaction undertaken in the summer 2014.

- * "Strong" financial performance at; Ferry and Barton Leisure Centres and Oxford Ice Rink. "Weak" performance and Leys Pools and Leisure Centre mainly because of low income generation. Subsidy per user in the top quartile at Ferry Leisure Centre and Oxford Ice Rink.
- * "Improved" access performance at Ferry Leisure Centre and Oxford Ice Rink and Leys Pools and Leisure Centre, particularly 11 - 19 year olds and 20 - 59 year olds and unemployed. Good performance for deprived/disadvantaged users but weaker performance in disabled and 60+ groups.

- * Areas of good satisfaction across all sites for; helpfulness of staff, standards of coaching, general cleanliness and activity range. Areas of poor satisfaction include quality and value for money of food and drink.
- * "Above industry average" customer satisfaction performance at Barton and Ferry Leisure Centres. Oxford Ice Rink was perceived to be below industry standards due mainly to poor food and beverage provision, poor equipment and activity charge/fee and Leys Pools and Leisure Centre near to average scoring.

MARKET ANALYSIS:

National Context:

General Consumer trends:

- * less money in their pockets may put consumers off joining a health and fitness club or steer them towards less expensive options;
- * the key 25-34 age band is set to increase most significantly, along with the 45-54 age group, which could also prove to be a lucrative market if targeted correctly;
- * consumers view keeping fit as more important than many other leisure activities and are less willing to cut back spending on this area than many others;

Users from BME groups:

- * with the exception of Hinksey Outdoor Pool participation levels are generally higher than that of the wider population (NBS)
- * the gap between participation by men and women is greater amongst certain BME groups (e.g. "Black Other");
- typical sport preferences amongst BME groups include weight training, martial arts, badminton, cricket and basketball. Swimming is typically not preferred.

Disabled Users:

- * approximately 10.6million disabled people in the country;
- Sport England market segmentation research shows that disabled users are spread across all segments, such that targeted marketing is difficult.

Disadvantage users

- * Disadvantage usage is significantly above NBS benchmark average, though there is less use from those unemployed;

Oxford-specific Context:

General Population:

- * Population growth of 12% (2004-2014); the eleventh fastest growing English city
 - * 24% (30,000) of the city's adult population are full time students
 - * 25% population turnover each year
 - * 32% of the population are aged between 18 and 29 years
- * 22% of residents from a black or ethnic group and 14% are from white non-British ethnic background
 - * Oxford is reporting an aging population for the first time in recent history
 - * Unemployment is 5.4% compared to England average of 7.1%

Deprived Wards:

a review has been undertaken of the key deprived wards within Oxford and how those wards might be better served by Oxford's leisure facilities. The key wards for focus are as follows: Barton and Sandhills, Headington Hill and Northway, and Quarry and Risinhurst (all directly served by

Users over 50:

recognised that this remains a significant potential market, with up to 121,000 potential users aged over 50 in the wider catchment for the leisure facilities.

- * current penetration/participation rates have improved (based on NBS reports) but more can be done to encourage this user-group

Users under 16:

- * penetration/participation rates are very good particularly the 11 - 19 year olds (based on NBS reports) ;

Users from BME groups:

- * relatively large BME population (22%)
 - * increased diversity in recent years, through influx of people from new EU countries;
 - * people of Black and Bangladeshi ethnic origin are at particular risk of unemployment;

Findings from non-user survey:

Non-user surveys are undertaken on a bi-annual basis. A street survey was undertaken in October 2011. A total sample of 500 people were surveyed in the Summertown, Headington and Temple Square areas. The research was designed to investigate attitudes and behaviour around

- * The majority of the sample thought that regular exercise/activity was important with 68% stating very important (national benchmark 61%).
- * 52% strongly agree that physical activity is good for your health even if moderate, 32% strongly agree it's good for your health even if only for 10 minutes at a time. 43% strongly agree physical activity is better for you if you keep it up for at least 30 minutes and 16% strongly agree it's better if
- * 42% thought that they were regularly undertaking at least 5 x 30 minutes of moderate exercise (national benchmark 39%). 12% said they had done no sessions, (national benchmark 15%).
- * Of those that did exercise regularly, 18% used a leisure centre/health club and/or College University facilities. The most popular form of independent activity was walking/jogging in the street/parks at 74%.
- * 62% of respondents are wanting to do more activity, slightly lower than the national benchmark of 67%, the main reason for this being "wanting to improve their health" at 62%. Slightly under half (47%) thought that not enough time due to work was the major factor in preventing them doing
- * Of those who do not want to do more the main reason is "no need" at 56% (higher than the national average at 44%), followed by not enough time due to work at 13%.
- * The key factors to be addressed according to non-users are lack of time, which has the highest importance factor at 49% stating very important. Direct costs (17%); lack of personal motivation (11%); indirect costs (9%).
- * 52% of the sample would consider using Oxford Fusion Lifestyle facilities slightly higher than our national average of 60%.
- * The main reasons they don't currently use were 'No time' (31%), 'Cost' (17%), and 'No need' (12%).
- * The main thing, according to our respondents, that the facility could do to encourage usage amongst these non-users, would be to Lower costs at 28% (lower than the national benchmark at 44%), followed by 'more information' (8%).

SWOT ANALYSIS:

Strengths:

- * variety and geographical spread of facilities within portfolio;
- * improved facilities through developments and substantial investment and maintenance programme
- * higher than industry average performance in respect of customer satisfaction (cf. NBS surveys and regular NPS surveys);
 - * maintained improvements in cleaning standards;
 - * consistent meeting, reporting and monitoring regimes with the Council;
 - * staffing establishment ensuring right people right place right time
 - * strong financial performance, particularly subsidy per user
 - * Maintained high customer satisfaction and Mystery Visit results
 - * New facility opened in 2015

Opportunities:

- * impact of a major wet/dry facility at Leys Pools and Leisure;
- * continued delivery of cultural change within management and staffing teams;
 - * continued partnership working between Fusion and the Council;
 - * high population turnover within the city
- * programming opportunities in relation to family activities and Group Fitness Product
 - * programming opportunities in relation to 60+ target group

Weaknesses:

- * building up a base membership level at Leys Pool & Leisure Centre (and to a lesser extent other facilities) due to the high take-up of Bonus card
- * car parking arrangements at Ice Rink & Ferry Leisure Centre
- * high and variable staff costs (as a percentage of income);
 - * loss making contract in 2015-16

Threats:

- * facilities offered by the colleges and universities at a lower rate
- * challenge of delivering significant increases in income and participation;
- * increased car park charges at Ferry Leisure Centre and Oxford Ice Rink
 - * the emergence of the budget gym market in Oxford
 - * oversubscribed classes with bonus only membership

Supporting Documentation:

Leisure Net Solutions "street Focus" non-user research 2011
Index of Multiple Deprivation Map (Department of Communities and Local Government, 2007)
Active England Survey Results 2013
Oxford City Council Corporate Plan, 2016-2020
Target Market Report - Deprived Wards (Hatrick Marketing, November 2009)
Target Market Report - Users over 50 (Hatrick Marketing, November 2009)
Target Market Report - Users under 16 (Hatrick Marketing, November 2009)
Target Market Report - Users from BME Groups (Hatrick Marketing, November 2009)
Oxford Profile 2013 (Oxford City Council)
Target Market Report - Disabled Users (Hatrick Marketing, November 2009)
NBS surveys 2014 & 15

FINANCIAL

F1	To ensure each centre is financial self sustainable and generating a surplus - to be reviewed monthly			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create individual business plan to include Like for Like income growth on all income lines - target 3% uplift	April 2017 - March 2018	Business Plan Created	CMgr (with GMs)
2	To consider the introduction of differential pricing structures in under-utilised Centres or those not sustainable and/or making a loss or those not maximising their potential in order to increase usage	April 2017 onwards	Monthly Reviews conducted	CMgr (with GMs)
3	Price increase on charges implemented 1st April 2017	April 2017 onwards	Action plan implemented.	CMgr (with GMs)
4	To undertake weekly trading reviews with centre managers. Conference Call to review weekly forecast	weekly	Weekly trading meetings instigated at each site.	CMgr (with GMs)
5	If loss making programmes promote to reduce losses	Monthly	Business plan projections prepared.	CMgr (with team)
6	To deliver the business plan for the new 3G Football Pitches/Pavilion at Leys Pool and Leisure and to achieve all financial targets	April 2017 - March 2018	Business Plan targets and budgets communicated to all relevant staff and achieved at the end of the year	GM
7	To finalise detailed business plan projections for 2018/19	December 2017	Business plan projections finalised.	CMgr (with team)
8	To communicate detailed business plan targets and budgets to all relevant managers and staff.	January 2017	Business Plan targets and budgets communicated to all relevant staff.	CMgr (with team)

F2	To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive -			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To apply RPI increases to all core prices at each of the leisure facilities and to undertake relevant customer communication.	Jan/Apr 2017	Increases applied and customer communication undertaken.	CMgr (with GMs)
2	To formally review all pricing structures and levels and develop specific pricing proposals for the 2018/19 annual service plan. To specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates; and increases to legacy memberships.	September - December 2017	Pricing structures and levels formally reviewed and proposals developed for 2018/19	CMgr
4	To conduct a bench marking exercise using other Fusion Contracts and competition within Oxfordshire in preparation for the formal price review of all prices	July - August 2017	Formal review conducted	CMgr
5	To agree pricing proposals for 2018/19 to include the change of bonus pay and play and increase bonus Direct Debit sales.	December 2017	Pricing proposals agreed.	
6	To agree process of consultation and communication in respect of 2018/19 pricing	December 2017 - January 2018	Process agreed.	CMgr
7	To implement agreed process of consultation and communication in respect of 2017/18 pricing	January - March 2017	Process implemented.	CMgr (with GMs)

Abbreviations:

CMgr	Contract Manager
GM	General Manager
ME	Marketing Executive
DS/DCM/DMG	Divisional Sports and Community Development Manager

PARTICIPATION

P1 To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review target wards within the City and update target streets and estates within those target wards that require inclusion/omission	42826	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2017/18	42826	Participation targets established	CMgr
4	To implement targeted campaigns, promoting existing benefits of the bonus choice membership and specific activities through data supplied by Oxford City Council to reached those on low incomes. Bonus class promotion with view to upgrading to Bonus choice membership. Target uplift 100% bonus membership	42826	100% uplift achieved by March 2018	CMgr
5	To deliver the business model for the new Leys 3G pitch and existing Pavilion to increase participation in all target groups	Ongoing	Participation targets established	DSCDMgr
6	To maintain links with appropriate community groups within each of the target wards	Ongoing	attend at least two community events in the year	DSCDMgr (with GMs)
7	To deliver and promote the Free Swimming scheme across the city and to review effectiveness of pool programming at each Centre in order to maximise participation	Ongoing	Pool timetables promoted and delivered.	DSCDMgr (with CMgr & GMs)

P2 To deliver a 15% year-on-year increase in participation by users aged over 50				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	42826	Participation targets established	CMgr (with DSCDMgr)
2	To review and update partners who support the development of activities and increase in participation by people aged over 50.	April - June 2017	Up-to-date partners identified and reviewed.	DSCDMgr (with CMgr & GMs)
	Review the older peoples Needs Analysis			
3	To review Primetime programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case	April 2017	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMs)
	Promote 50+ gym usage and class activities	April 2017 - Dec 2017	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMs)
	Promote GP referrals and aim to deliver >200 per year	43160	Target / KPI achieved	DSCDMgr (with CMgr)

P3 To deliver a 5% year-on-year increase in participation by users aged under 16				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	42826	Participation targets established	CMgr (with DSCDMgr)
2	Increase Learn 2 Swim Programme	April 2017 onwards	90% capacity in all three Centres and 3500 swim participants	DHT (with GMs)
3	To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16.	42826	Stakeholder partners reviewed.	DSCDMgr (with GMs)
4	To allow Over 8s to sign-up to and use Rewards Cards	42826	50% of all U.16 users to have a reward card by the end of the year March 2018	DSCDMgr (with CMgr & GMs)
5	To increase Skate school participation by 10%	April 2017 onwards	Increase skate school - from 340 to 375+ (350 by October 2017, 375 by February 2018)	
6	Promote safety of swimming to Oxford Primary schools - Swimming Week	42917	Programme created.	DSCDMgr (with CMgr & GMs)

P4 To deliver a 15% year-on-year increase in participation by users from BME groups				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18 - 5 % uplift from 2016/17	42826	Participation targets established	CMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation by people from BME groups.	April - June 2016	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To maintain association with "community ambassadors" with whom to work to promote accessibility to the leisure facilities for BME groups.	Ongoing	Ambassadors identified.	DSCDMgr (with GMs)
4	To review and implement a revised programme of work with the community ambassadors.	October 2017 - March 2018	Programme reviewed and implemented.	DSCDMgr (with GMs)
5	To undertake direct a campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2017	Campaign undertaken.	CMgr (with DSCDMgr & GMs)

P5 To deliver a 15% year-on-year increase in participation by disabled users				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	42826	Participation targets established	CMgr (with DSCDMgr)
	To review inclusiveness and accessibility at Hinksey and remedy any shortcomings before the 2017 season starts	42826	Disabled access and facilities up to required standard	DFM, GM ands CMgr
2	To review stakeholder partners who can support the development of activities and increase in participation by disabled people.	April - June 2017	Stakeholder partners reviewed.	DSCDMgr (with GMs)
3	To promote Inclusive Fitness at Leys Pools & Leisure Centre and record disability to all users that sit within these category to enable improved reporting	April 2017- March 18	Promotion of IFI facilities	DSCDMgr

P6	To deliver a 5% year-on-year increase in participation on junior swimming			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Programme of growth of Learn 2 Swim programme	ongoing	HR Policy, recruitment process	CMgr
2	To review the allocated hours for free swimming	April 2017	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMs)
3	In partnership with OCC deliver funded free swimming lessons targeted at children in high areas of deprivation having low rates of physical activity	ongoing	Swimming lessons undertaken	DSCDMgr (with CMgr & GMs)
4	Continue to work with Oxford City Swim club in our joint CDF programme,	April 2017- March 2018	Programme developed and implemented	DHT (with GMs)

P7	To deliver a 15% year-on-year increase in participation in 60+ swimming			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	42826	Participation targets established	CMgr (with DSCDMgr)
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2017- March 2018	Marketing plan implemented.	CMgr (with DSCDMgr & GMs)
3	To conduct a 6-monthly customer survey in each Centre targeted at 60+ swimmers to understand how we are performing with this target group and to identify opportunities to increase participation	April 2017 and October 2017	Survey produced, distributed, collected, analysed, published and acted on	DSCDMgr (with GMs)
4	To develop and implement a programme of promotion of appropriate add-on / sell-on activities O'60 swimming participants.	April 2017 - March 2018	Programme developed and implemented	CMgr (with DSCDMgr & GMs)
5	Programme to incorporate free swimming loyalty card, access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation, swim-fit, ladies only etc. Initiatives to include liaison and joint working with ASA.	April 2017 - March 2018	Programme developed and implemented	CMgr (with DSCDMgr & GMs)

P8	To deliver a 5% year-on-year increase in participation in Women and Girls Activities			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	42826	Participation targets established	CMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation in women and girls activities.	April - June 2017	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To develop a specific joint initiative re increasing female usage with at least one identified stakeholder.	July 2017	Joint initiatives identified.	DSCDMgr
4	To implement the agreed joint initiative re increasing female use.	July - December 2017	Joint initiatives implemented.	DSCDMgr

P9 To deliver a 5% increase in overall participation				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	42826	Participation targets established	CMgr (with DSCDMgr)
2	To achieve a total of 1.45 million visits in 2017/18	April 2017 to March 18	>1.45 million visits achieved	All Fusion Staff
3	Rewards card sign up targets to be established for each Centre and monitored weekly. Reward card usage also monitored for effectiveness of service delivery in each Centre	April 2017 to March 18	Reward card sign-ups and usage targets established	CMgr (with DSCDMgr)

Abbreviation	Role
CMgr	Contract Manager
GM	General Manager
ME	Marketing Executive
DSCDMgr	Divisional Sports and Community Development Manager
DHT	Divisional Head Teacher

CUSTOMER RELATIONS

CR 1 To maintain customer satisfaction levels at leisure facilities above 95% Good, Satisfactory, Excellent				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Fusion's policies and procedures regarding customer care, including customer forums and meet the manager sessions.	April 2017 and ongoing.	Policies and procedures implemented.	GM
2	To ensure that all facilities maintain an up-to-date "Customer Care" notice board.	Ongoing	Notice boards provided and maintained with relevant information displayed.	GM
	Notice board to present information including customer care policies, Please Tell Us What You Think and Net Promoter Score statistics, detailed "you said, we did" feedback, details of customer forums and management surgeries, customer rules and etiquette.			
3	To reaffirm composition and roles of User Groups at each of the leisure facilities and establish a calendar of meetings in each case which is published on customer notice boards for the year ahead.	April 2017	User Group composition and roles reaffirmed and calendar of meetings established.	GM
4	To hold monthly 'Meet the Manager' surgeries at each leisure facility.	April 2017 to March 2018	Management surgeries held.	GM

CR 2 Customer Service KPI improvement year on year in each Centre				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
0	Establish 2017/18 targets for Net Promoter Score, Good Satisfactory and Excellent and Good / Excellent figures for each Centre based on 2016/17 actuals	42826	Marketforce PTUWYT and NPS	GM
1	Aim on achieving customers rating their satisfaction levels Good or Excellent (GE) greater than 2016/17	Monthly	PTUWYT	GM
2	Net Promoter Score improvement year on year in each Centre	Monthly	Market Force NPS	GM
3	Achieve 90% satisfactory/good/excellent rating for staff score	Monthly	PTUWYT - Staff Score	GM

CR 3 Response time for customer feedback - responded within 48 hours and closed within 7 days				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	First response time to comments to be 48 hours or less	Ongoing	Marketforce	GM
2	Resolution time to be within 7 days	Ongoing	Marketforce	GM
3	To ensure all staff receive Delivering Service Excellence training	Ongoing	Inductions complete	GM

CR 4 To ensure user representation on the Leisure Partnership Board and quarterly User group meetings take place and				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	All centres to provide User group meeting dates for the 2017/18 year	42826	Calendar developed and communicated via customer notice board	CMgr (with GMs)
2	Each Centre to provide one representative from each User group to attend quarterly Leisure Partnership Board meetings	April 17, July 17, October 17, Jan 17	Attendance recorded	CMgr, DMMGR (with GMs)
3	To ensure all meetings are minuted and displayed to all customers within 7 days of the meeting and to the Fusion standard	April 17, July 17, October 17, Jan 18	Customer notice board complies to Fusion standard and updated within the allotted time frames	CMgr, DMMGR (with GMs)

CR 5 To deliver a reduction of at least 6% attrition levels for membership				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain mechanisms for measuring baseline membership numbers and attrition levels.	Ongoing	Mechanisms are maintained	CMgr (with GMs)
2	To implement Fusion's Customer Relations Policies and procedures.	Ongoing	Policies and procedures implemented.	CMgr, DMMGR (with GMs)
3	To develop a calendar of retention activity for members.	April - May 2017	Calendar developed.	CMgr, DMMGR (with GMs)
4	To implement agreed calendar of retention activity.	June 2016 - March 2017	Calendar implemented.	CMgr (with GMs)

Abbreviations:

CMgr	Contract Manager
GM	General Manager
ME	Marketing Executive

USCDMGR
r
Divisional Sports and Community Development Manager

HEALTH AND SAFETY

HS1	To ensure 100% compliance with Fusion H&S policies and procedures			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To undertake an internal audit at each site of compliance with all elements of Fusion's health and safety policies and procedures and to establish a relevant remedial action plan.	Monthly	Audit undertaken and action plan established.	CMgr, DBM (with GMs)
	Audit to specifically incorporate review of compliance with procedures regarding risk assessment review, control of subcontractors, control of access to storage areas.			
2	To implement the action plan re H&S compliance.	Ongoing	Action plan implemented.	DFMgr, (with GMs)
3	To maintain a health and safety notice board at all leisure facilities	Ongoing	Notice boards up to date.	CMgr (with GMs)
4	To undertake reviews of accident and incident trends and to draw up any relevant remedial action plan within the Service Development Improvement Plan.	monthly	Reviews undertaken and action plan established.	CMgr (with GMs)
5	To implement any remedial action plan in respect of accident and incident trends.	As required	Action plan implemented.	CMgr (with GMs)
6	To facilitate a formal audit by Fusion H&S Manager or Facilities Maintenance Manager.	each site twice yearly	Audit undertaken	CMgr (with GMs)
7	Update each SDIP and implement relevant action plan in response to formal H&S audit.	6 monthly	Action plan implemented.	CMgr (with GMs)
8	To facilitate formal external (ISO18001 & ISO90001) audit of health and safety management policies and procedures.	April 2017 - March 2018	BSI audit undertaken and accreditation awarded	CMgr (with GMs)

Abbreviations:

CMgr	Contract Manager
GM	General Manager
ME	Marketing Executive
DS&CD Mgr	Divisional Sports and Community Development Manager
DFMgr	Divisional Facilities Manager

FACILITY MANAGEMENT

FM1	To achieve average Fusion 360 inspection scores of at least 95% across all facilities			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 99% compliance with Fusion 360 inspection regime, with two checks carried out daily and reported electronically that automatically uploads cleaning and maintenance jobs automatically to our rectification process	Ongoing.	99% of scheduled Fusion 360 inspections undertaken.	GMs
2	To review the nature of Fusion 360 failures quarterly/annually and develop relevant remedial action plans.	April; July; Oct & Jan 2017 - 2018	Review undertaken and action plan created.	CMgr (with GMs)
3	To implement relevant remedial action plans re Fusion 360 failures.	April; July; Oct & Jan 2017 - 18	Action plan implemented.	CMgr (with GMs)
3	Report Monthly Fusion 360 Scores	Monthly	Monthly Reporting - Action plan if below 95%	CMgr (with GMs)
4	Ensure that Technicians are scheduled to visit Centres rather than lone reactive working and ensure that each Centre is visited at least every 3 working days	April 2017 - March 2018	GM feedback to DFM weekly	DFM (with GMs)

FM2	To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a minimum 5% reduction in carbon emissions year-on-year			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To implement and maintain all ISO14001 environmental management systems and procedures in Oxford.	Ongoing	Systems and procedures implemented.	CMgr (with GMs)
2	To review and maintain a formal energy action plan in respect of each of the leisure facilities.	May 2017	Plan reviewed.	CMgr (with GMs)
	To specifically engage with and assist in the delivering the Council's "Carbon Reduction at the Heart of Everything we do" carbon management programme and to incorporate renewal of DEC's, utilities monitoring, (including acting on findings from OCC energy teams 'Energy excess' consumption reports, submitting monthly reads) green travel plans for customers and staff, supplier and contractor management, carbon champion network, education of customers and staff etc. Also, to incorporate the aim to quantify the monetary value of any savings generated as a result of the action plan.			CMgr (with GMs)
3	To implement formal energy and water reduction action plans.	Ongoing	Plan implemented.	CMgr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2017 and ongoing	Accreditation maintained	CMgr (with GMs)
5	Promote Cycle to Work Scheme	ongoing - inductions	to have 10+ on scheme	CMgr (with GMs)
8	To incorporate appropriate works into a programme of lifecycle works.	42826	Relevant works incorporated into programme.	CMgr
	To ensure all environmental management notice boards are maintained displaying relevant information.	Ongoing	Notice boards in place and displaying relevant information.	CMgr (with GMs)
Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.	CMgr (with GMs)			
10	To ensure green travel plans are revised and in place at each site and communicated effectively to customers & staff	April - June 2017	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)
11	Further develop use, wherever possible,	April - June 2017	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)
12	Ensure that, wherever possible, use is made of the funding available under the Salix funding scheme to procure appropriate energy-saving initiatives within	Ongoing	Further embedding of energy and carbon reduction into core operations and responsibilities; strong top-down commitment to energy management; Active energy management – monitoring and targeting; liaison meetings with Council environmental colleagues.	CMgr, EM, DFM (with GMs)

FM3 To achieve a 50/50 split (50% recycling 50% landfill) of all refuse collection from our centres				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to implement all ISO14001 environmental management systems and procedures in Oxford initiating any suggested improvements following reassessments	On-going	Systems and procedures implemented	CMgr (with GMs)
2	To ensure all environmental management notice boards in place and displaying relevant information.	On-going	Notice boards in place and displaying relevant information.	CMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			CMgr (with GMs)
3	To create a specific action plan to reduce general refuse and increase recycled waste	April - June 2017	Action plan created.	CMgr (with GMs)
4	To complete Baseline assessment for each site	April - June 2017	baseline assessment completed	GM's
5	To assess current number of General Waste Bin collection & Recycle bins/Collections per week to attain a 50/50 split	42826	Quantitative method to measure	CMgr (with GMs)
6	To review action plan to reduce general refuse and increase recycled waste	July 2017 - March 2018	Action plan implemented.	CMgr (with GMs)

FM4 To ensure that high standards of cleaning are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish programme of high level and deep cleans across all of the facilities. Two deep cleans per annum	April 2017	Programme established.	CMgr (with GMs)
2	To implement high level and deep clean schedule.	April 2017- March 2018	Programme implemented.	CMgr (with GMs)
3	To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and F360 inspection scores).	Monthly	Cleaning schedules reviewed and revised.	CMgr (with GMs)
4	To implement revised cleaning schedules.	As required	Cleaning schedules implemented.	CMgr (with GMs)
6	To monitor customer scores through Please Tell Us What You Think - Aim 90% good/satisfactory/excellent Scores	Monthly scores	PTUWYT - Cleanliness	GMs

FM5 To ensure that high standards of repair and maintenance are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review performance of Facility Management subcontractors in Q4 2017/18 and draw up relevant remedial action plan.	April 2017	Performance reviewed and action plan drawn up.	CMgr
2	To implement remedial action plan for FM performance.	April - June 2017	Action plan implemented.	CMgr
3	To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage). Out of order equipment and fixtures and fittings to be uploaded automatically through Fusion 360 to our Reactive maintenance portal. Ensure all Out of Order equipment is communicated with a date of reporting, anticipated date of rectification and information of fault.	on-going	System established and implemented and maintained.	CMgr (with GMs)
5	To approve programme of lifecycle maintenance works for 2017/18. To ensure that Barton purchases a Life Fitness Comprehensive Service Plan	April - May 2017	Lifecycle maintenance programme established.	CMgr
9	To implement equipment replacement programme for 2017/18. (CAPEX)	April 2017 - July 2017	Programme implemented.	CMgr (with GMs)
7	To review full equipment inventory for all leisure facilities.	Oct - Dec 2017	Equipment inventory reviewed	CMgr (with GMs)

FM6 To maintain Quest accreditation at a minimum Excellent at Ferry L.C Good at Leys Pool & L.C, Hinksey Outdoor Pool, Oxford Ice				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain relevant continued service improvement plan.	ongoing	Plan drawn up and maintained.	CMgr (with GMs)
2	To implement updated service improvement plan.	April 2016 onwards	Actions implemented and updated	CMgr (with GMs)
3	To implement updated service improvement plan.	April 2016 and ongoing	Action plan implemented.	CMgr (with GMs)
4	To undertake formal directional reviews for all centres	As required	Health check undertaken and Quest maintained.	CMgr (with GMs)

Abbreviations

CMgr	Contract Manager
GM	General Manager
ME	Marketing Executive
DFM	Divisional Facilities Manager
EM	Environmental Manager

DSCDMgr Divisional Sports and Community Development Manager

STAFFING

S1 To ensure that the Right People are in the Right Place at the Right Time				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review of Fusion's staffing structures is undertaken to ensure sites continue to have 'Right People, Right Place at the Right Time.	April - October 2017	Staffing structures in place	CMgr (with GMs)
2	To ensure the completion of formal annual appraisals for all staff within Oxford.	April 2017 - March 2018	Appraisals completed.	CMgr (with GMs)
3	To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central HR team). Plans to include staff succession planning	June - July 2017	Training and development plan drawn up.	CMgr (with GMs)
4	To ensure full staff compliance for compulsory mandatory training	April 2017 - March 2018	Compliance training 100%	CMgr (with GMs)
5	To implement agreed training and development plans.	July 2017 - March 2018	Training and development plan implemented.	CMgr (with GMs)
6	To ensure compliance with Fusion's new automated clocking in/out 'time and attendance' system	April 2017 and ongoing	System effectively introduced	CMgr (with GMs)

S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with all Fusion policies and procedures, specifically in respect of recruitment, initial induction and internal communication.	April 2017 and ongoing.	100% compliance achieved.	CMgr (with GMs)
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2017 and increase trust index score by minimum 5 points	April 2017 - May 2018	Minimum of 70% participation achieved.	CMgr (with GMs)
4	To reaffirm and clarify calendar of operational HR meetings across the Oxford contract and to implement	April 2017	Calendar of meetings confirmed and implemented	CMgr (with GMs)
5	Set up Divisional Quarterly awards to take place in April, July, October & December	April 2017 - March 2018	Calendar of Awards	CMgr (with GMs)

S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
3	To create a programme of promotion to establish Fusion as an employer of choice in Oxford.	September 2017	Programme created.	CMgr (with GMs)
	Plan to include attendance at job fairs and school carers events			CMgr (with GMs)
4	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2017	Programme implemented.	CMgr (with GMs)
5	Work with new recruitment software Springboard for external and internal recruitment	April 2017 and ongoing.	Information collected and analysed.	CMgr (with GMs)
6	To deliver induction training for staff in respect of equality and diversity.	April 2017 and ongoing	Training delivered.	CMgr (with GMs)
7	Commit to hosting at least 2 work experience placements/work apprentices.	April 2017 - March 2018	Placements/Apprentices hosted	CMgr (with GMs)

CMgr	Contract Manager
GM	General Manager
ME	Marketing Executive

DSCDMgr Divisional Sports and Community Development Manager

RGN HR Regional Human Resource Manager

MARKETING

M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
2	To implement the agreed approach to PR communications in respect of the leisure contract and partnership overall	April 2017- March 2018	PR approach implemented.	ME (with CMgr)
3	To review and update the KPIs relating to the general awareness of the Oxford leisure facilities; increasing web hits by 5% on 2016/17 and achieve 6 press releases.	April 2017	Measurable KPIs reviewed.	ME (with CMgr)
4	To establish an indicative programme of general PR communications across the Oxford contract, with a specific aim of increasing awareness of the facilities. With focus and key target areas: 1) participation 2) things to do 3)schools 4) health & fitness	April 2017	Programme established.	ME (with CMgr ,DSCM, GMs & CRM's)
5	To implement the programme of general PR communications.	April 2017 - March 2018	Programme implemented.	ME (with CMgr ,DSCM, GMs & CRM's)
6	To implement a marketing plan to support the agreed approach to Healthy Choices promotions and Healthy Vend machines across the Contract	April 2017 - March 2018	Programme implemented.	ME (with CMgr ,DSCM, GMs & CRM's)
7	To implement a programme of marketing to increase the visibility of leisure services to groups such as older people who may be less likely to engage with social media and on-line marketing channels	April 2017	Programme implemented.	ME (with CMgr, DSCM, GMs & CRM's)
8	To implement an agreed programme of joint working with OCC Communications and Branding team	June 2017- March 2018	Programme implemented.	ME (with CMgr)
M2 To deliver a 5% increase in total membership				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Develop membership marketing plans for each centre.	April 2017	Plan created.	ME (with GMs, CRM's)
2	To implement the agreed centre marketing plans.	April 2017 - March 2018	Plan implemented.	ME (with GM's , CRM's)
3	To create a specific action plan to increase deprived usage.	42826	Plan created.	ME (with GM's , CRM's)
	Plan to targeted work in respect of deprived wards, 60+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;			
4	Develop a communication plan to increase the bonus choice membership by 100%	42826	Plan implemented.	ME (with CMgr)
M3 To establish and maintain the highest standards of facility presentation				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Audit the Customer Journey presentation against the Fusion Integrated Management System guidance and develop any appropriate action plan for improvement	April 2017	Audit undertaken and plan developed.	ME (with CMgr & GMs)
2	Implement the customer Journey action plan	April 2017 - March 2018	Action plan implemented.	ME (with CMgr & GMs)
M4 To establish and maintain the highest standards of web and social media promotion				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Ensure the website for the Oxford leisure facilities remains current and up-to date, website to be fully updated	April 2017- March 2018	Website redesigned and live	ME (with HoM)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter, Instagram and YouTube - each centre has a social media champion who is trained by the groups wider marketing team	April 2017- March 2018	Action plan implemented.	ME (with CMgr ,DSCM, GMs & CRM's)

M5 To develop connections and outreach with local school, youth clubs and Under18's				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Work with Sports and Community Development to develop plan to improve relationships with schools and youth clubs to promote health and fitness - Work with 5 identified schools	April 2017- March 2018	Plan completed and implemented	ME (with CMgr ,DSCM, GMs & CRM's)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter and YouTube	April 2017- March 2018	Action plan implemented.	ME (with CMgr ,DSCM, GMs & CRM's)
3	To create and implement an action plan in respect of promoting Rewards Cards to over 8s	April 2017- March 2018	Action plan implemented.	ME (with CMgr ,DSCM, GMs & CRM's)

M6 To launch new collateral designs and reduce print wastage				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Design and launch new collateral designs for core literature and sales materials	April 2017	New materials launched and on site	ME (with HoM)
2	Reduce amount of print wastage by replacing print materials with on-line, electronic, social media, apps etc. wherever possible.	April 2017 - March 2018	Waste reduced.	ME (with HoM)

M7 To increase Reward Card usage and registration				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create and implement an action plan in respect of promoting Rewards Cards to all users over the age of 8	April 2017 - March 2018	Waste reduced.	ME (with CMgr ,DSCM, GMs & CRM's)

Abbreviations:	
CMgr	Contract Manager
GM	General Manager
ME	Marketing Executive
DSCDM	Divisional Sports and Community Development Manager
HoM	Head of Marketing

SPORTS AND COMMUNITY DEVELOPMENT

SCD 1	To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and update the list of key local stakeholder organisations and contacts within Oxford.	April 2017	List specified.	DSCDMgr
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2017	Calendar established.	DSCDMgr
3	To agree a calendar of meeting dates with key representatives of OCC Sports Development team to initiate joint working .	April 2017	Dates arranged	DSCDMgr
4	To agree joint sport and community development objectives and action plan with OCC Sports Development team for 2017/18.	April - May 2017	Objectives/action plan agreed.	DSCDMgr
5	To implement joint Sport and Community Development action plans	June 2017 - March 2018	Plan delivered	DSCDMgr
6	To review work plan for the delivery of the Sport England funded 'Active Women' project and agree changes.	April 2017	Plan agreed	DSCDMgr
7	Evaluate 'Active Women' sessions and look to increase sustainability with joint partner sessions	Quarterly	Evaluation complete	DSCDMgr

SCD 2	To develop and maintain positive and proactive relationships with local sports clubs			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and maintain an up to date register of all sports clubs, and community groups and relevant organisations currently using the leisure facilities.	Ongoing	Register up-to-date	DSCDMgr (with GMs)
2	To establish a calendar of regular consultation/liaison with all registered clubs.	April 17	Calendar established.	DSCDMgr (with GMs)
3	To establish a programme of ongoing support for registered clubs, based on the outputs of consultation/liaison.	Ongoing	Programme established.	DSCDMgr (with GMs)
4	To maintain a continuous improvement plan in relation to sports club development.	Ongoing	Programme implemented.	DSCDMgr (with GMs)
5	To maintain links with other key sports clubs within Oxford and to establish a list for consultation/liaison.	July 2017	Links maintained/created	DSCDMgr
6	To establish a process of consultation/liaison with other key sports clubs.	July - September 2017	Programme established.	DSCDMgr
7	To implement process of consultation/liaison with other key sports clubs.	October 2017 - March 2018	Programme implemented.	DSCDMgr
7	To work in partnership with City of Oxford Swimming Club and develop opportunities to work together to develop swimming pathways	Ongoing	plan established	DSCDMgr
8	To work in partnership with Oxford United and local football clubs to maximise the use of the Pavilion and new 3G football facilities	April 17 to June 17	Links maintained/created and programme implemented	DSCDMgr

SCD 3	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review and revise the Swimming Pool Programmes	April 17	Strategy and Plan Produced	DSCDMgr
2	Implement the Pool Programme	April 17 onwards	Plan implemented.	DSCDMgr (with GMs)
3	To review centre programmes at all facilities 3 time a year and identify opportunities for any further sessions in each case	April 17	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		August 17	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 17	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
4	To formally review opening hours at all leisure facilities and prepare proposals for change.	April 2017	Review undertaken and any proposals prepared.	DSCDMgr (with GMs)
5	To formally review bank holiday opening hours at all leisure facilities and prepare proposals for OCC agreement	April 2017	Opening hours agreed	DBM (with GMs)
6	To implement agreed proposals for change to opening hours.	May 2017	Agreed proposals implemented.	DSCDMgr (with GMs)

SCD 4	To proactively explore opportunities for external funding			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To update and maintain the database of potential external funding sources, at national, regional and local levels.	June 2017	Database updated.	DSCDMgr
2	To identify specific opportunities and to develop relevant action plans.	May - July 2017	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2017 - March 2018	Action plans implemented.	DSCDMgr
4	To communicate to GMs the funding opportunities and the utilisation of any funding obtained.	September 2017	Communications delivered.	DSCDMgr

SCD 5	To positively promote the benefits of healthy living and active lifestyles			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure that all facilities provide an up-to-date "Sports and Community Development" notice board.	Ongoing	Notice board provided.	DSCDMgr
2	To review stakeholder partners for potential new partnerships who can support the promotion of healthy living.	April - June 2017	Partners identified.	DSCDMgr (with GMs)
3	Create and deliver a programme for National Obesity week	42736	Plan created	DSCDMgr
4	To ensure we are a partner in the Older peoples week	43009	Plan created	DSCDMgr
5	To support GO Active Get Healthy project, work together on programmes to get people active	Ongoing	Plan created	DSCDMgr
6	Create and deliver a programme of activities utilising funding opportunities available	Sept 2017	Programme created	DSCDMgr
7	Working with key partners review/develop a plan to improve participation for social care users in leisure facilities	April 2017	Plan Created	DSCDMgr
8	Monitor & evaluate and review the GP Exercise Referral Programme, recommending changes to partners at County referral meetings	Ongoing	Evaluations and reviews undertaken with meetings attended	DSCDMgr
9	To attend health sub group meetings where beneficial	Ongoing	Attend Meetings	DSCDMgr

10	To actively develop links with GP surgeries to increase Exercise on Referral numbers	Ongoing	Plan created	DSCDMgr
		April 2017 -March 2018	Visits made and sign-ups increased	DSCDMgr
11	To continue to support Cardiac phase 3 rehab and Pulmonary rehab at Leys Pools	Ongoing	Work in partnership	DSCDMgr & GM's
12	To support Healthy Vending roll-out across the Oxford Contract in partnership with the Public Health Team	Ongoing	Work in partnership	DSCDMgr & GM's
13	Develop new initiatives with key partners (i.e. Public Health, Clinical Practitioners and the Barton Healthy New Town group).	April 2017 -March 2018	Work in partnership	DSCDMgr & GM's
14	Further demonstrate impact, outcome and social value of delivery	April 2017 -March 2018	A minimum of one case study produced and communicated each month	DSCDMgr & GM's

SCD 6 Develop & maintain relationships with schools and educational groups				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish a calendar of regular consultation/liaison with all registered schools and education groups.	April 17	Calendar established.	DSCDMgr (with GMs)
2	To develop and target at least 4 activities within schools. Supporting the City Top Sports	42826	Activity Programme established.	DSCDMgr (with GMs)
3	To deliver at least 6 events at educational establishments; Schools, colleges, universities, language schools, etc.	April 17 - March 18	Events delivered	DSCDMgr (with GMs)
4	To maintain a continuous improvement plan in relation to schools and colleges development.	Ongoing	Programme implemented.	DSCDMgr (with GMs)
5	Attend the 'Schools Liaison Group' meetings	On-going	Meeting attended	DSCDMgr
6	Be an active stakeholder in the planning and delivery of the Oxford Youth Games and the Oxford disabled Games.	April 17 - March 18	Games planned and delivered with Fusion contribution	DSCDMgr
7	To lead and offer Schools Swimming Service	April 17 - March 18	Liaison established and maintained	DSCDMgr
8	Establish a program of 'Work Experience' aimed at 16 - 21 year old pupils from schools and colleges	Ongoing	Programme implemented	DSCDMgr
9	To offer local schools the opportunities to get them down to the ice rink and experience the rink	October 17 - February 18	At least 500 pupils attending Free Day	DSCDMgr
10	To develop a school event calendar to celebrate sporting events for the centres	April 2017 - June 17		DSCDMgr

Abbreviations:

CMgr	Contract Manager
GM	General Manager
ME	Marketing Executive
USCU Mgr	Divisional Sports and Community Development Manager

FACILITY DEVELOPMENTS

FD1	To develop a programme of facility development proposals in the leisure facilities, and where these are agreed deliver such developments			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To develop business cases for potential facility developments to be incorporated into 2017/18 business planning / annual service planning processes.	April - June 2017	Business cases developed.	CMgr
2	To continue to explore opportunities for crèche facilities at Ferry Leisure Centre	April - June 2018	Feasibility study produced and presented	CMgr
3	To work as Oxford City Councils Preferred supplier of Leisure Provision	April 2017- March 2018	Partnership & Contractual opportunities	CMgr

Abbreviations:

CMgr	Contract Manager
GM	General Manager
ME	Marketing Executive

DSCDMgr Divisional Sports and Community Development Manager

PARTNERSHIP DEVELOPMENT

PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements				
Action Ref	Action	Timescale	Target / KPI	Lead Manager
1	To fully agree the dates, agendas and required attendees for all client-contractor meetings in 2017/18	April 2017	All details agreed.	CMgr
2	To ensure 100% compliance with agreed client-contractor meeting arrangements	April 2017 and ongoing	100% compliance.	CMgr
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2017 and ongoing	100% compliance.	
4	To fully agree the format, content and timing of all reporting arrangements for 2017/18	April 2017	All details agreed.	CMgr
5	To ensure 100% compliance with agreed reporting arrangements.	April 2017 and ongoing	100% compliance.	CMgr
6	To contribute positively and proactively to the Partnership Board meeting.	April 2017 and onwards	Partnership Board meeting held with demonstrable contribution.	CMgr
7	To submit and present the draft Annual Service Plan to the Leisure Partnership Board.	December 2017	Draft Annual Service Plan submitted.	CMgr
8	To agree a final Annual Service Plan for 2017/18 and prepare for implementation.	January - March 2017	Final Annual Service Plan agreed by the Leisure Partnership Board and implementation preparation underway.	CMgr

PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford				
Action Ref	Action	Timescale	Target / KPI	Lead Manager
1	To liaise with the Council to agree a specific list of potential opportunities	April 2017 onwards	List identified and course of action agreed.	CMgr
2	To implement any agreed course of action in respect of additional opportunities.	April -2017 onwards	Course of action implemented.	CMgr
3	To continually propose added value and increased facility provision if necessary	2017/18	Business case developed/amended.	CMgr

PD3 To optimise the development of the partnership between Fusion and Oxford City Council				
Action Ref	Action	Timescale	Target / KPI	Lead Manager
1	To review formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council	April - June 2017	Processes reviewed.	CMgr
	To review monthly report template			

Abbreviations:

CMgr	Contract Manager
GM	General Manager
ME	Marketing Executive
DSCD Mgr	Divisional Sports and Community Development Manager

RISK ANALYSIS

INTRODUCTION:

As part of strategic business planning at a corporate and divisional level, potential risks to Fusion's business are identified and assessed. Their impact and likelihood is analysed and informs operational, resource and financial planning. At Fusion's corporate level, these plans are kept under review and monitored on a monthly basis by Board committees and by the Executive Management Team. The plans are also reviewed formerly at each quarterly Board meeting. Specific high-risk areas (e.g. health and safety and financial management) are also subject to specialist management, internal compliance monitoring and external audit on a regular basis.

At a divisional level, the Contract Manager is responsible for creating and maintaining a division-specific risk analysis and for working in conjunction with colleagues to continually monitor the implementation and effectiveness of mitigating actions identified within the risk analysis.

The risk analysis set out below represents an amalgam of relevant organisational risks as identified within Fusion's corporate risk analysis and specific risks as identified directly in respect of Fusion's delivery of services within Oxford.

RISK ANALYSIS:

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POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Operational health and safety	Staff or customer injury, product or service liability, reduced ability to operate	4	3	12	Board member with specific responsibility for H&S	4	2	8
					Specialist H&S Manager in post			
					Comprehensive H&S management policies and procedures in place			
					Regular monitoring and ongoing reporting of relevant H&S KPIs			
					Comprehensive H&S training undertaken			
					System of internal audit			
External accreditation with associated audits and inspections								
Cash flow sensitivity	Inability to meet commitments, lack of liquidity to cover variance, impact on operational activities	4	2	8	Full-year cash flow projections included in financial plans with prudent assumptions	4	1	4
					Major sensitivities identified with mitigating actions			
					Formal monthly monitoring of income and expenditure			
					Weekly monitoring of all income streams and staffing costs			
					Daily monitoring of cash balances and key income streams			

					Reserves policy established and reserves in place to ensure some downturn can be accommodated pending corrective action			
					Continual monitoring of market trends			
Poor service provision	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	4	2	8	Robust operational and quality management systems established	4	1	4
					Comprehensive customer feedback systems established to gather and analyse customer opinions			
					Comprehensive ongoing monitoring of performance in respect of key service criteria			
					Establishment of detailed annual service plans setting out strategic objectives and required actions			
Increased competition	Reduced use of facilities, loss of income, reduced development potential	3	3	9	Robust operational and quality management systems established	3	3	9
					Comprehensive customer feedback systems established to gather and analyse customer opinions			
					Comprehensive ongoing monitoring of performance in respect of key service criteria			
					Regular review of relevant competition on a local, regional and national basis			
Non-compliance with relevant legislation and regulations	Fines, contractual penalties, default, censure	4	1	4	Expert support from key advisors, including legal, HR, H&S etc.	4	1	4
					Robust operational and quality management systems established			
					Ongoing external and internal audit and inspection regimes			
Failure of ICT systems	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Specialist ICT Manager in post, with expert off-site third party organisations providing support	4	2	8
					Corporate ICT recovery plan established as part of business continuity plan			
					All data backed up daily			
					Corporate ICT systems housed in a secure environment			

Damage to buildings or equipment through fire, flood or similar	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Corporate business continuity plan in place and regularly reviewed	3	2	6
					Division-specific business continuity plan to be developed			
					All data backed up daily			
					Corporate ICT systems housed in a secure environment			
					Fire and related risk assessments in place on a site-by-site basis and regularly reviewed			
					Emergency Action Plans in place on a site-by-site basis and regularly reviewed			
Fraud or financial error	Financial loss, reputational damage, regulatory action, client dissatisfaction	3	2	6	Financial control procedures established and audited regularly	3	2	6
					Scheme of delegation established with separation of duties, authorisation limits and regular board reporting			
					Insurable risks covered where possible			
Lack of direction, strategy and forward planning	Financial loss, reputational damage, client and customer dissatisfaction	3	2	6	5-year strategic plan in place with 5-year objectives and targets reviewed and set on an annual basis	3	2	6
					Annual business plan in place setting out key aims, objectives and policies with defined financial plans and budgets			
					Annual service plans established on a divisional basis, setting out objectives, targets and planned actions			
					Comprehensive monitoring of financial and operational performance			
					Clear client liaison policies and procedures in place to ensure that forward strategy continues to be shaped by the objectives and requirements of client partners			

Loss of key staff	Negative impact on operational and financial performance, loss of divisional and corporate knowledge, damage to relationships with client partners	2	4	8	Established and properly resourced Executive Management Team, Senior Management Team and Divisional teams.	2	3	6
					Clear policies and procedures in respect of internal communication, knowledge management and quality management systems			
					Proactive recruitment policies in order to identify and appoint relevant staff.			
					Comprehensive training, appraisal and personal development policies and procedures to ensure appropriate progression of staff.			
					Comprehensive succession planning across the business			
					Establishment of appropriate notice periods to ensure that sufficient time is available for recruitment and replacement			
Employment disputes	Staff dissatisfaction, loss of income, disruption of business, client and customer dissatisfaction, reputational damage	3	2	6	Appropriately resourced central HR team, supported by relevant specialist advisors	3	2	6
					Comprehensive recruitment and staff management procedures			
					Comprehensive training programmes for all line managers, with published training and development plan			
					Staff Partnership and Consultative committee established together with regular dialogue with staff representatives			
					Formal recognition of key unions and regular dialogue with relevant representatives			

Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9	Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules	3	2	9
					Establishment of Partnership Board to provide guidance and support in relationship			
					Establishment of an agreed Annual Service Plan, with shared objectives, agreed actions and timescales			
					Regular performance monitoring, including service standards and compliance with the annual service plan.			
					Multi-faceted relationship between Fusion and Oxford City Council			
Delays in delivery of major facility redevelopments	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	3	3	9	Professional project team and Project Manager employed to oversee delivery of works	3	3	9
					Establishment of Project Board to meet regularly to assess progress against agreed timescales and to address issues arising			
					Development of risk logs in respect of each proposed development in order to pre-empt and mitigate potential risks			
					Comprehensive programme of consultation with customers and key stakeholders			
Deterioration of facilities	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity, unplanned facility closure	3	2	6	Appropriately resourced central FM team, supported by relevant specialist advisors	3	2	6
					Relevant and dedicated divisional resource			
					Employment of specialist FM contractor to provide support in delivery of PPM and reactive maintenance			
					Establishment of an agreed programme of backlog and lifecycle (substantive) works			
					Regular monitoring and inspection of facility condition and maintenance processes			

Key:

Severity of impact: is the measure of magnitude of harm or loss that Fusion and/or Fusion's partner may suffer, ranging from 1 to 5, where:

5 is "high" impact: i.e. will cause shutdown of the business leading to significant loss of money and surplus which is capable of bankrupting the business;

3 is "medium" impact: i.e. will cause interruption of a critical part of the business that results in significant but containable loss;

1 is "low" impact: i.e. will cause interruption that leads to no material loss.

Likelihood of occurrence: is the possibility that the threat event will occur, ranging from 1 to 5, where:

5 is "high" likelihood: i.e. it is likely that the threat will occur in the next year;

3 is "medium" likelihood: i.e. it is possible that the threat will occur in the next year;

1 is "low" likelihood: i.e. it is highly unlikely that the threat will occur in the next year;

LINKS WITH OBJECTIVES

STRATEGIC OBJECTIVES Partnership Board Objectives		RELEVANT SERVICE PLAN AIMS
PB1	continued engagement with reducing CO2 Emissions - delivery of 5% year-on-year reduction in carbon emissions	FM2, FM5
PB2	continued engagement with and participation by the Council's target groups, as follows: increases in participation by users resident in the most deprived wards in Oxford, BME groups, disabilities, junior free swim scheme, under 16s participation; women participation. We aim to exceed and increase participation by at least 5% across all groups and total participation but with targets being as high as 15% in certain target groups such as older people	F2, P1, P2, P3, P4, P5, P6, P7, P8, P9, M1, M2, M4, SCD 1, SCD 2, SCD 3, SCD 6
PB3	maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	FD 1, M1, M3, M\$
PB4	improving access to the facilities (e.g. car parking)	M1
PB5	to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	FD 4, PD 2, PD 3,
PB6	to improve the health and well-being of local communities by engaging people in physical activity and healthy eating choices (e.g. healthy vending machines)	P1-9, M1, M3, M5, FD 4, PD 2, PD 3, PD 4, PD 5
PB7	to improve the offering of the 11-15 year old programming including term time and school holiday's	M1, M5, M7, P1, P3
Oxford City Council Corporate Objectives		
OCC1	Vibrant Sustainable Economy	F1, F2, F3, P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 3, FM 6, M2, M3, M5, SCD 1, SCD 3, SCD4, SCD 6, FD 1,
OCC2	Meeting Housing Need	
OCC3	Strong Active Communities	P1, P2, P3, P4, P5, P6, P7, P8, P9.
OCC4	A Clean and Green Oxford	FM 2, FM3
OCC5	Efficient Effective Council	F1, F2, F3 CR 1, CR 2, CR 3, FM6, S1, S2, M5, SCD1, SCD2, SCD5, PD1, PD3,
Fusion Corporate Objectives		
Fus 1	to deliver a 8% year-on-year increase in turnover	P1-9, F1, F2, S1, M1, M2, M3
Fus 2	to deliver a 10% increase in Margin	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 3	to deliver a 4% increase in like for like revenue	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 4	to ensure 98% "good"/"excellent" for overall customer satisfaction and 100% "good"/ "excellent" for staff	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 5	to deliver Quest accreditation rating of "Excellent"	FM 6
Fus 6	To achieve turnover of 86 million pounds	

SERVICE PLAN AIMS		RELEVANT STRATEGIC OBJECTIVES
F1	Each Centre financial self sustainable	PB 1-4, OCC 1, OCC 3-5, Fus 1-5,
F2	To ensure that pricing structures and levels across the leisure facilities are appropriate	PB 1-7, Fus 1, OCC3, Fus3
P1	To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P2	To deliver a 15% year-on-year increase in participation by users aged over 50	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P3	To deliver a 5% year-on-year increase in participation by users aged under 16	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,

P4	To deliver a 15% year-on-year increase in participation by users from BME groups	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P5	To deliver a 15% year-on-year increase in participation by disabled users	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P6	To deliver a 5% year-on-year increase in participation on the junior swimming	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P7	To deliver a 15% year-on-year increase in participation on the 60+ swimming scheme	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P8	To deliver a 5% year-on-year increase in participation in women and girls activities	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P9	To deliver a 5% increase in overall participation	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 1	To maintain levels of satisfaction at 95% GSE	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 2	Customer Service KPI improvement year on year in each Centre	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 3	Response time for customer feedback - responded within 48 hours and closed within 7 days	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 4	To ensure user representation on the Board and quarterly User group meetings take place and are well attended	PB2-4,6, OCC3, Fus4
CR 5	To deliver a reduction of at least 6% attrition levels for membership	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
HS 1	To ensure 100% compliance with Fusion H&S policies and procedures	OCC5
FM 1	To achieve average Fusion 360 inspection scores of at least 95% across all facilities	OCC5
FM 2	To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year.	PB1, OCC4, OCC5
FM 3	To achieve a 50/50 split (50% landfill 50% recycling) of all refuse collection from our centres	PB 1, OCC 4
FM 4	To ensure that high standards of cleaning are achieved at all times	PB2, PB6, OCC3, OCC4
FM 5	To ensure that high standards of repair and maintenance are achieved at all times	PB 1, PB 2, PB5, OCC 2
FM 6	To maintain Quest accreditation at a minimum 'Excellent' at Ferry L. Good at Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C.	PB 1, OCC 1,3,4, Fus5
S1	To ensure that the Right People are in the Right Place at the Right Time	Fus4, OCC5
S2	To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall	Fus4, OCC5
S3	To ensure that the Fusion workforce in Oxford is as representative as possible of the local community	Fus4, OCC5
M1	To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	PB 3, PB 5
M2	To deliver a 5% increase in total membership	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
M3	To establish highest standards of facility presentation	PB1, PB 2-6, OCC 1, OCC 3-5, Fus 1-5,
M4	To establish and maintain the highest standards of web and social media promotion	PB 1-7,
M5	To develop connections and outreach with local schools	PB7
M6	To launch new collateral designs and reduce print wastage	Fus 2, Fus 6, OCC5, OCC4, PB3
M7	To increase Reward Card usage and registration	PB2, PB3, PB6, PB7, OCC3, Fus1,2,3

SCD 1	To develop positive and proactive partnerships with key local stakeholders	PB2, PB3, PB6, PB7, OCC3, Fus1,2,4
SCD 2	To develop positive and proactive relationships with local sports clubs	PB2, PB3, PB6, PB7, OCC3, Fus1,2,5
SCD 3	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users	PB2, PB3, PB6, PB7, OCC3, Fus1,2,6
SCD 4	To proactively explore opportunities for external funding	PB2, PB3, PB4, PB6, PB7, OCC£, OCC4, OCC%, Fus1-3,5,6
SCD 5	To positively promote the benefits of healthy living and active lifestyles	PB2-4,6,7, OCC3, Fus1-6
SCD 6	Develop & maintain relationships with schools and educational groups	PB2-4,6,7, OCC3, Fus1-7
FD 1	To develop a programme of other facility development proposals in the leisure facilities	PB2-4,6,7, OCC3, Fus1-8
PD 1	To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements	OCC5
PD 2	To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	PB5
PD 3	To optimise the development of the partnership between Fusion and Oxford City Council	PB5

Appendix Two: Fusion Lifestyle 2017/ 2018 Annual Service Plan for the management of the Council's leisure facilities.

Risk Implications

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
Satisfaction	Dissatisfaction with delivery of leisure provision	Threat	Lack of intrinsic linkage within the Plan to enable delivery of the Council's Corporate Plan; Poor development of objectives and targets in respect of achieving the council's aspirations and vision	Stakeholder dissatisfaction, loss of income, reputation damage, loss of future opportunity.	13 Mar 17	Head of Service	2	2	2	2	1	1	None	Establishment of a detailed Annual Service Plan that sets out the strategic objectives and required actions; with a comprehensive on-going monitoring of performance in respect of key service criteria.	On-going governance	Open	75%	Leisure & Performance Manager
Corporate Priorities 69	The 2017/ 2018 Annual Service Plan strategic aims do not reflect corporate priorities	Threat	Lack of assimilation with the Councils Corporate Plan	Value for money not achieved; failure to provide the aspiration of a World-Class leisure service.	13 Mar 17	Head of Service	3	3	3	3	2	1	None	Strategic direction from the Leisure Partnership Board and Active Communities Performance Board; Effective engagement with representatives of the Leisure Partnership Board and other internal and external officers; Robust development process for the delivery of the 2016/ 2017 Fusion Lifestyle Annual Service Plan.	On-going governance	Open	75%	Leisure & Performance Manager
Savings	Failure to achieve the commitment to accessible savings	Threat	Lack of financial consideration and planning within the delivery strands of the 2017/ 2018 Annual Service Plan.	Value for money not achieved.	13 Mar 17	Head of Service	3	3	3	3	3	1	None	Robust performance and financial monitoring procedures to detect variations and put in mitigating actions.	On-going governance	Open	75%	Leisure & Performance Manager

Business Continuity	Business Continuity Planning	Threat	Failure to maintain an up to date Business Continuity Plan.	Leisure facilities unable to operate for a period of time.	13 Mar 17	Fusion Lifestyle	3	2	2	2	2	2	None	Regular review of current Business Continuity Plans and annual testing of plan.	On-going governance	Open	75%	Leisure & Performance Manager
Reputation	Reputational Risk	Threat	Failure to manage repercussions following a serious event at a facility	Loss of Council reputation	13 Mar 17	Fusion Lifestyle	2	3	1	2	1	2	None	Emergency Plan for control of media exposure. Health & Safety monitoring and reporting regime in place and externally audited.	On-going governance	Open	75%	Leisure & Performance Manager

Appendix Three:

Fusion Lifestyle 2017/2018 Annual Service Plan for the management of the Council’s leisure facilities.

Initial Equalities Impact Assessment



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Service Area: Community Services	Section: Active Communities	Key person responsible for the assessment: Leisure and Performance Manager	Date of Assessment: 13 March 2017
Is this assessment in the Corporate Equality Impact assessment Timetable for 2013-2015?		Yes	No
Name of the Policy to be assessed: <ul style="list-style-type: none"> • Leisure and Wellbeing Strategy 2015 to 2020 • Fusion Lifestyle’s 2017/ 2018 Annual Service Plan for the management of the Council’s leisure facilities. 		Is this a new or existing policy	Existing

1. Briefly describe the aims, objectives and purpose of the policy

The overriding objectives of the leisure management contract are:

- To develop world-class leisure facilities and to improve the value for money they offer;
- To reduce the overall subsidy for leisure services, prior to 2009 the subsidy per user was one of the most expensive in the country;
- Alongside the benefits of a successful contract such as increased participation, an upward cycle of continued improvement, and an improved public realm, there is also a surplus share arrangement that encourages the Council to support Fusion Lifestyle to exceed their contractual financial targets and provide further leisure investment.

The quality and service standards are high and facilities will be accessible with diverse and with inclusive programmes.

- Charging at market rate for those that can afford and running a highly cost effective service so that a surplus is created to fund a progressive concessions programme.
- Central part of the Corporate Plan for 2017-2021

The vision for delivery of leisure facility provision is to:

- Continuously improve the service for all users
- Reduce the subsidy per user
- Have greater energy efficiency from the leisure facilities
- Provide modern world-class leisure facilities to enhance the quality of life for everyone.

<p>2. Are there any associated objectives of the policy, please explain</p>	<p>The Leisure Facility Review (May 2009) detailed the Council's strategic approach to developing a city wide leisure offer that includes all facilities irrespective of ownership across the city. The review detailed a sustainable way forward for our leisure facilities.</p> <p>The Leisure & Wellbeing Strategy 2015 to 2020 is the services overarching strategy; the delivery of the strategy is supported by the Green Space Strategy, the Playing Pitches Strategy and the Youth Ambition Strategy. The strategy has three priorities:</p> <p>Objective 1 – A world class leisure offer The leisure offer is anywhere sport and physical activity can take place. Alongside traditional facilities such as leisure centres it includes parks, community centres, waterways, children's centres, business premises and community buildings such as churches and village halls.</p> <p>Objective 2 – Our focus sports This strategy continues to designate <i>focus sports</i>. The Sport Team will remain focused on creating innovative and inclusive sporting pathways that drive up participation through a joined up leisure offer.</p> <p>Objective 3 – Partnership working Much of the progress in recent years has been achieved through effective partnership working and taking a place leadership approach to increasing physical activity levels. The Council's Sport and Leisure team have an excellent reputation; this has helped bring in external funding and resulted in far greater outcomes being achieved and this approach needs to be built on.</p>
<p>3. Who is intended to benefit from the policy and in what way</p>	<ul style="list-style-type: none"> • Users of all leisure facilities in Oxford; • Local tax payers; • Target Groups: Those under the age of 17 and over the age of 50 years; Black, Minority and Ethnic groups; those with disability; Women and girls; Those resident in the most deprived areas of the City; those on a low income (and their dependants). • City communities.

<p>4. What outcomes are wanted from this policy?</p> <p>The policy is intrinsically linked to enabling the delivery of the Council’s Corporate Plan, and has been developed to clearly set the objectives and targets in respect of achieving the council’s aspirations and vision for delivering modern world-class leisure services.</p> <p>The vision for delivery of leisure facility provision is to:</p> <ul style="list-style-type: none"> • Continuously improve the service for all users • Reduce the subsidy per user • Provide greater energy efficiency from the leisure facilities • Offer modern world-class leisure facilities to enhance the quality of life for everyone. • Targeted improvements in use by under-represented groups, women, older people, BME. 			
<p>5. What factors/forces could contribute/detract from the outcomes?</p>		<ul style="list-style-type: none"> • The general economic climate. • Competition from the wider leisure industry. 	
<p>6. Who are the main stakeholders in relation to the policy</p>		<p>7. Who implements the policy and who is responsible for the policy?</p>	<p>Community Services – Active Communities; Head of Service; Executive Director Community Services</p>
<p>8. Are there concerns that the policy <u>could</u> have a differential impact on racial groups?</p>		<p>∓</p>	<p>No</p>

<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none">• Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to racial group.</p>
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<p>9. Are there concerns that the policy <u>could</u> have a differential impact due to gender?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to gender.</p> <p>Active Women is a project being driven by Sport England to get more women from disadvantaged communities, and more women caring for children, playing sport. The sessions are specifically designed for local women and aim to make it as easy as possible to participate and provision includes tennis, jogging, football, netball, badminton, trampolining, basketball and swimming.</p>	

<p>10. Are there concerns that the policy <u>could</u> have a differential impact due disability?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council’s commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>Those entitled to disability benefits, and their dependants are entitled to excellent discounts through the Bonus concessionary membership scheme.</p> <p>Fusion Lifestyle has an active partnership with disability swimming group ‘Oxford Swans’ who hold sessions at Ferry Leisure Centre and Leys Pools and Ferry Leisure Centre.</p> <p>Facilities comply with DDA legislation and development schemes progressed in partnership with Fusion Lifestyle give full consideration to needs of this target group.</p>	

<p>11. Are there concerns that the policy <u>could</u> have a differential impact on people due to sexual orientation?</p>	<p>¥</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to sexual orientation.</p>	

<p>12. Are there concerns that the policy <u>could</u> have a differential impact on people due to their age?</p>	<p>Yes</p>	<p>No</p>
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>Concessionary fees and charges are available to these targeted groups. Additionally the Council continues to provide targeted free swimming and free swimming lessons for those aged under 17 years of age and resident in the City.</p> <p>Fusion offer Primetime sessions for those aged 50 years and over.</p>	

13. Are there concerns that the policy <u>could</u> have a differential impact on people due to their religious belief?	Yes	No
<p>What existing evidence (either presumed or otherwise) do you have for this?</p>	<p>A wide offer of inclusive membership options and concessionary prices are available supporting affordability and participation opportunity.</p> <p>Fusion Lifestyle shares the Council's commitment to equality and diversity ensuring that services are reflective and responsive to local need. Their core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.</p> <p>Key elements of Fusions sports and community development plan are:</p> <ul style="list-style-type: none"> • Research; Consultation; Programming; Pricing; Promotion; Partnerships. <p>There is no pricing differentiation due to religious belief.</p> <p>Fusion activity programming includes ladies only sessions and swimming lessons (i.e. Barton Leisure Centre, Ferry Leisure Centre and Leys Pools and Leisure Centre).</p>	

17. Are there implications for the Service Plans?			YES	No	18. Date the Service Plan will be updated	1 April 2017	19. Date copy sent to Equalities Officer	13 March 2017
20. Date reported to Equalities Board:			n/a		Date to Scrutiny and CEB		21. Date published	
14. Could the differential impact identified in 8-13 amount to there being the potential for adverse impact in this policy?	∕	No	15. Can this adverse impact be justified on the grounds of promoting equality of opportunity for one group? Or any other reason				∕	No
16. Should the policy proceed to a partial impact assessment?	∕	No	If Yes, is there enough evidence to proceed to a full EIA:				No	
			Date on which Partial or Full impact assessment to be completed by				n/a	

Signed (completing officer): Lucy Cherry Signed (Lead Officer) Ian Brooke

Team members and service areas that were involved in this process:

Community Services:

Head of Community Services
 Leisure and Performance Manager

People & Equalities:

Organisational Development & Learning Advisor

To: City Executive Board
Date: 11 May 2017
Report of: Head of Housing Services
Title of Report: Disposal of 156 Walton Street

Summary and recommendations	
Purpose of report:	CEB is asked to approve the marketing and sale of the freehold of 156 Walton Street on the open market and the use of the resulting receipt to purchase additional affordable homes for households in need.
Key decision:	Yes
Executive Board Member:	Cllr Mike Rowley, Board Member for Housing
Corporate Priority:	Meeting Housing Needs, An Efficient and Effective Council
Policy Framework:	None.
Recommendations: That the City Executive Board resolves to:	
<ol style="list-style-type: none"> 1. Approve in the disposal of the freehold of 156 Walton Street and delegate authority to the Head of Housing to approve the actual terms following a marketing exercise. 2. Note that a further report will be submitted to a future CEB setting out the preferred route for purchasing the additional properties once options and the most expedient route have been fully understood. 	

Appendices	
Appendix 1	Risk Register
Appendix 2	Initial Equalities Impact Assessment

Background

1. 156 Walton Street is a high value 4 storey 4 bedroomed property located in high value Jericho and previously let to general needs households as part of the Council's housing stock and is accounted for within the HRA. It has most recently been let at a rent of £165.55pw and is now vacant and in a poor condition. With the property now vacant there is an opportunity to consider future use and whether or not housing needs could be better met by disposal and re-provision.

Refurbishment

2. It is estimated that the property could be returned to a lettable condition for approximately £35,000. It would also be possible to convert the basement into 2 extra bedrooms although it is likely that the property would lack a bathroom for the number of bedrooms.
3. A six bedroomed property would be used to meet the needs of a household that is currently overcrowded of which there are several within the city.

Sale

4. Two agents have been approached to give their professional opinions of what a sale could realise. Both were in agreement that the property would be in demand and that a starting price for marketing should be set at £995,000 although it would be possible that a higher price would be realised. Sale costs would likely be in the region of £10,000 inclusive of marketing and legal costs. Agents advised that it would be preferable to market the property in its current condition

Use of the Receipt

5. The receipt should be sufficient to allow the purchase of 3 additional properties in or around Oxford such as 1 x 5 & 1 x 4 bedroomed houses and 1 x 2 bedroomed flat. Government regulations allow the entirety of a receipt from a voluntary HRA sale to be used for the acquisition of affordable housing.
6. Under General Consent C 2010 of s25 of the 1988 Local Government Act the Council can give grant for the purposes of providing rented housing. Hence the Council could provide the receipt to the housing company as grant to support the purchase of additional homes in and around Oxford to be let at affordable rents.
7. It is recommended that both reprovision options are explored further to ensure the most efficient delivery of the maximum number of larger homes which are in short supply and that this is the subject of a further report to CEB.
8. It should be noted that the second option is not included within the Housing Company's Business Plan and will require the agreement of the OCHL Board.

Financial implications

9. As the sale of 156 Walton Street would be a voluntary disposal, not one under the Right to Buy, the Council does not have to pass the majority of this receipt to central Government under pooling. It is free to use the entirety of the receipt on:
 - a. The provision of affordable housing
 - b. Supporting regeneration either within the Council's HRA or General Fund subject to Secretary of States approval

c. Paying down debt

10. A first call on the receipt prior to making any grant payment will be the redemption of any debt attributable to the property, thereby ensuring that the HRA is not disadvantaged by making the payment.

Legal issues

11. Sections 24 & 25 of the Local Government Act 1988 allow Council's to make grants for the purposes of providing rented housing with the consent of the Secretary of State. Section C of the General Consent 2010 removes the need for such specific consent in circumstances such as these, the grant funding of a local authority owned housing company.

Level of risk

12. The risk register is attached at Appendix 1

Equalities impact

13. The Initial Equalities Impact Assessment is attached at Appendix 2

Report author	Alan Wylde
Job title	Housing Development and Enabling Manager
Service area or department	Housing
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Background Papers: None

Appendix 1: Risk Register

Title	Risk description	Opp/ threat	Cause	Consequence	Date Raised	Owner	Gross		Current		Residual		Comments	Controls				
							I	P	I	P	I	P		Control description	Due date	Status	Progress %	Action Owner
87 Properties overvalued	Housing company over estimates value of homes	Threat	Inaccurate financial appraisal of business case for transfer	Housing company viability is damaged	5/4/17	Stephen Clarke	2	2	2	2	2	1		Obtain independent valuation. Use Council data on housing management and maintenance costs for appraisal.	1/2/17	Completed	100	Alan Wylde
156 Walton Street undervalued	Council undervalues 156 Walton Street for sale	Threat	Insufficient market knowledge	Council receives less for the homes than it should leading to less money being granted to housing company and less replacement properties purchased./	5/4/17	Stephen Clarke	2	2	2	2	2	1		Obtain independent valuation. Use agents for sale and ensure property is effectively marketed to all potential purchasers.	1/2/17	Completed	100	Alan Wylde

Appendix 2

Initial Equalities Impact Assessment

1. Within the aims and objectives of the policy or strategy which group (s) of people has been identified as being potentially disadvantaged by your proposals? What are the equality impacts?

No groups have been identified as being potentially disadvantaged by these proposals. The equality impacts will all be positive as acquisition of additional properties by the housing company will lead to the provision of further affordable housing for those who cannot access market housing, with a particular focus on large households who are currently overcrowded.

2. In brief, what changes are you planning to make to your current or proposed new or changed policy, strategy, procedure, project or service to minimise or eliminate the adverse equality impacts?

Please provide further details of the proposed actions, timetable for making the changes and the person(s) responsible for making the changes on the resultant action plan

No changes are being considered.

3. Please provide details of whom you will consult on the proposed changes and if you do not plan to consult, please provide the rationale behind that decision.

Please note that you are required to involve disabled people in decisions that impact on them

Not applicable

4. Can the adverse impacts you identified during the initial screening be justified without making any adjustments to the existing or new policy, strategy, procedure, project or service?

Please set out the basis on which you justify making no adjustments

No adverse impacts identified

5. You are legally required to monitor and review the proposed changes after implementation to check they work as planned and to screen for unexpected equality impacts.

Please provide details of how you will monitor/evaluate or review your proposals and when the review will take place

No changes identified

To: City Executive Board
Date: 11 May 2017
Report of: Head of Planning, Sustainable Development and Regulatory Services
Title of Report: South Oxford Science Village Planning Application

Summary and recommendations	
Purpose of report:	Request approval to join Magdalen College and Thames Water in the submission of a planning application for the proposed South Oxford Science Village at Grenoble Road, to fund the determination of the application including pursuing any appeal processes that may ultimately be necessary
Key decision:	Yes
Executive Board Member:	Cllr Bob Price, Board member for Corporate Strategy and Economic Development
Corporate Priority:	Vibrant, Sustainable Economy
Policy Framework:	Oxford Economic Growth Strategy
Recommendations: That the City Executive Board resolves to:	
1	Delegate authority to the Executive Director, Sustainable City, in consultation with the Leader of the Council, to join Magdalen College and Thames Water in the submission of a planning application for the South Oxford Science Village and, if necessary, to pursue the application at appeal.
2	Approve pursuing the South Oxford Science Village site through the South Oxfordshire Local Plan process, including examination; and if necessary, through a planning appeal or call-in inquiry.
3	Give project approval for the sum of up to £220,000 representing the Council's share of the costs in accordance with paragraph 4.5 of the Council's constitution to cover additional technical studies and a planning application, and a potential call-in inquiry or appeal. This is in addition to the approved current budget provision of £560,000, which covers promoting the scheme through the Local Plan, and provides the basis for a potential planning application.

Appendices
Appendix 1: Risk Assessment

Introduction and background

1. The City Executive Board in July 2014 considered a report on the land south of Grenoble Road site and the potential partnership with adjoining landowners to pursue the development of the City Council's landholding. CEB approved the principle of pursuing discussions with adjoining landowners for a partnership to deliver development south of Grenoble Road. As part of the budget setting process that year money was made available to fund a third of the initial costs for drawing up the planning application.
2. South Oxford Science Village (the name of the proposed development on land south of Grenoble Road) would provide new homes, including affordable homes, to meet Oxford's housing need, together with an extension to the Magdalen Science Park, new schools and community facilities, local retailing and a new park and ride facility. The scheme will be well served by existing and new sustainable transport links and infrastructure and located close to major employment areas, as well as supporting the regeneration of the wider Leys area.
3. The City Council has been working with Magdalen College and Thames Water, the other partners with a land interest, to prepare a masterplan and development proposals to be promoted through the planning process. The proposals are now being finalised, although there will need to be continuing adjustments in response to the dialogue with South Oxfordshire District Council (SODC) as the Local Planning Authority, and other statutory consultees and stakeholders.
4. SODC is preparing a revised Local Plan and has just released its Second Preferred Options version of the South Oxfordshire Local Plan. It is understood that under the current timetable, the Local Plan examination will be in Spring 2018. At the present time we understand that SODC's draft Local Plan provides for only 3,750 homes towards Oxford's unmet housing need, whilst it was agreed by all authorities through a process overseen by the Oxfordshire Growth Board that this figure should be 4,950 homes. SODC has not included the land south of Grenoble Road as a preferred location for housing development in its draft Plan, but has allocated other green belt sites in Berinsfield and Culham. The City Council and its partners are clear that there is a strategic case and exceptional grounds arising from the need to continue to support the economic success of Oxford for a sustainable urban extension at Grenoble Road.
5. The City Council, as Local Planning Authority, will be making further representations on the South Oxfordshire Local Plan 2033 Second Preferred Options document. The City Council raised serious concerns at earlier stages about the failings under the Duty to Cooperate and not making suitable provisions to meet their share of Oxford's unmet housing need both in terms of a sustainable location and the quantity of homes. Based upon the content of their Second Preferred Options document it is likely the City Council will be making similar objections, and would wish to pursue them at their Local Plan examination.

Planning Application and Local Plan

6. The preference of the South Oxford Science Village partners would be to promote the site through the Local Plan process and the Local Plan examination, in accordance with the established principles of a 'plan-led' approach. In this way there would be a full consideration of all the strategic choices and options for major housing allocations. However, we understand that promoters of other major sites within the South Oxfordshire District will be make planning applications ahead of the Local Plan examination in order to seek an advantage in the process. This includes the Homes and Communities Agency's recent proposals for the development of Chalgrove Airfield.
7. In these circumstances, our QC's advice is that we should in parallel have the option to make a planning application, and pursue this to appeal, if required. It may be that the Secretary of State will call in all of the strategic sites being promoted via a planning application. The final decision to submit a planning application and the timing, and a subsequent appeal or call in inquiry would be taken in the light of the circumstances and advice at that time, but events may progress quickly, hence the need to seek authority at this time.

Financial implications

8. Together with the other site promoters, the City Council would be responsible for a third of the costs of submitting the planning application, the determination of the application and any subsequent appeal. The City Council in 2015/16 made budget provision for £560,000 to meet its share of the costs in promoting the scheme through the Local Plan route, and this work is approaching completion. This work also provides the basis for a planning application, but an application would require additional work and incur pre-application and application fees, as well as the prospect of a call-in inquiry or appeal, with the Council's share estimated at £180,000. There have also been some additional technical studies and work required, principally further archaeology and public consultation, where the Council's share is £40,000, making a total budget provision of £220,000. Council approved this additional budget provision at its meeting of 20 February 2017 funded from underspends in the current year and or reserves.

Legal issues

9. The three landowners concerned have sought to set out the principles by which they would jointly pursue this proposal in a Heads of Terms document. These principles would form the basis of a full development agreement between them, as the project progresses. Appropriate contracts with professional advisors would also be required.

Level of risk

10. The Risk Register is attached at Appendix 1

Equalities impact

11. There are no Equalities Impact Assessment implications, beyond the general principle that the proposed development will deliver new and affordable homes to meet Oxford's unmet housing need, and provide a range of employment opportunities to sustain the City's economic growth.

Report author	Mark Jaggard
Job title	Planning Policy & Specialist Services Manager
Service area or department	Planning, Sustainable Development & Regulation
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Background Papers: None

Minutes of a meeting of the CITY EXECUTIVE BOARD on Thursday 6 April 2017

www.oxford.gov.uk



Committee members:

Councillor Price (Chair)	Councillor Brown
Councillor Hollingsworth	Councillor Kennedy
Councillor Rowley	Councillor Simm
Councillor Sinclair	Councillor Smith

Officers:

Tim Sadler, Executive Director for Sustainable City
Richard Adams, Community Safety Service Manager
Lindsay Cane, Acting Head of Law and Governance
Nigel Kennedy, Head of Financial Services
Sarah Claridge, Committee Services Officer

Also present:

Councillor Andrew Gant, Chair, Scrutiny Committee
Councillor Sian Taylor, Member, Scrutiny Health Inequalities Panel
Councillor Tom Landell Mills, Councillor for St Margaret's ward

153. Apologies for Absence

Apologies received from Cllr Turner and Cllr Tanner.

154. Declarations of Interest

None

155. Addresses and Questions by Members of the Public

None

156. Councillors Addresses on any item for decision on the Board's agenda

Cllr Landell-Mills spoke on the Public Safety on Oxford's Waterways (minute 160). He approved of the measured approach in the report but felt the mini PSPO proposed was disproportionate to the problems.

He suggested the following solutions to anti-social behaviour on the waterways:

A new sanitary facility on the Thames in Oxford

2 or 3 new recycling and rubbish bins which are regularly collected

A boater caretaker (full or part time) , possibly working in lieu of rent for mooring, who could deal with over-staying and anti-social behaviour

A community psychiatric/ mental health worker (full or part time) , to work alongside the community services team

He felt solutions to problems on the waterways should be couched within the broader agenda of seeing the waterways as a strong positive feature in Oxford. The Council should look for ways it can better use them for leisure, amenity and recreation and consider the possibility of more people living on them for cheap flexible accommodation.

157. Councillor Addresses on Neighbourhood Issues

None

158. Items raised by Board Members

None

159. Scrutiny Committee Reports

a) Scrutiny Response: Health Inequalities

Cllr Taylor, Member of Health Inequalities Panel presented the report. The Board approved all the recommendations.

The Board discussed the following:

- Broadening the remit of the social impact assessment for leisure services to include youth ambition has allowed a small percentage of NHS funds to be transferred from treating to preventing illness.
- Some parts of the city offer no afterschool provisions. Council programmes eg youth ambition should be offered to these schools.
- Linkages between health professionals, schools and council services need to be strengthened so that people are aware of the leisure and wellbeing activities available in their community.

- Social prescribing in GP surgeries needs more council support and advice. GP advice is being covered by the advice commissioning review.
- Integrating services hasn't happened as well as we had hoped. Genuine partnership working been reduced due to austerity.
- The Policy Manager will be responsible for taking these recommendations forward.

b) Scrutiny Response: University Housing Needs

Cllr Gant, Chair of the Scrutiny Committee presented the report. He asked whether a detailed board member response to the recommendations would be presented to the Scrutiny Committee before the Local Plan: preferred options report expected in June.

Cllr Hollingsworth, Board Member for Planning and Regulatory Services said that he didn't want to pre-empt the local plan process so offered to give a fuller response of each element of the recommendation immediately after the publication of the Local Plan: preferred options report. Cllr Gant formally accepted Cllr Hollingsworth's proposal.

c) Scrutiny Response: Air Quality

Cllr Gant, Chair of the Scrutiny Committee presented the report. The Board agreed all the recommendations.

d) Scrutiny Response: Workplace Parking Levies

Cllr Gant, Chair of the Scrutiny Committee presented the report.

Cllr Hollingsworth, Board Member for Planning and Regulatory Services said the responses to the recommendations applied equally to congestion charges and workplace parking levies. He had only partly agreed to them as there is still a lot of work to do to decide how such schemes could work in practice. The revenue stream isn't going to be as much as Nottingham's as there are not very many work place parking spaces in Oxford.

The Board discussed the problems of residential parking and the benefits and negative effects of CPZs in the city.

e) Scrutiny Response: Thames Valley Police and Crime Panel

Cllr Gant, Chair of the Scrutiny Committee presented the report.

Cllr Sinclair, Board Member for Community Safety accepted the recommendations and would present them to the Thames Valley Police and Crime Panel (TVPCP) tomorrow night.

Cllr Price suggested that any relevant TVPCP decisions for Oxford could be advertised on the City Council website.

f) Scrutiny Response: Public Safety on Oxford's Waterways

This report was discussed during Item 8 Public Safety on Oxford's Waterways (minute 160)

160. Public Safety on Oxford's Waterways

The Executive Director for Sustainable City submitted a report which outlined the outcome of the consultation regarding the proposal to make a Public Spaces Protection Order in respect of the waterways of Oxford and make recommendations as to the way forward.

Cllr Sinclair, Board member for Community Safety presented the report. She said that after consulting with the public the Council had decided not to pursue a full waterways PSPO but would look at alternative solutions to deal with the problems faced on the waterways. She said to Cllr Landell-Mills that his waste disposal idea would be considered.

The Community Safety Service Manager said that the Folly Bridge to the ring road section of the Thames would take significant partnership work to improve the anti-social behaviour issues faced on that stretch of river.

He outlined the progress made in the other areas listed in the report.

- Aristotle Lane - the river trust are involved and the anti-social behaviour issues are being reviewed on a case by case basis.
- Castle Mill – the land ownership issue is being looked into; and
- Aston's Eyot - work is progressing

Cllr Gant, Chair of the Scrutiny Committee presented the report and the recommendations were accepted.

Cllr Price asked about the timescale to take this project forward. The Executive Director for Sustainable City said that a project manager would progress the project. It is probably 18 months' worth of work.

The City Executive Board resolved to:

1. **Not progress** the proposal for a Public Spaces Protection Order for the generality of the waterways of Oxford;

2. **Commission** officers to develop localised solutions to public safety concerns for four identified priority areas;
3. **Commission** officers to further develop policy proposals that will address public safety and anti-social behaviour problems and improve public enjoyment of the city's waterways resources.

161. Oxford Flood Alleviation Scheme

The Executive Director for Sustainable City submitted a report which requested approval to increase Oxford City Council's project contribution towards Oxford Flood Alleviation Scheme by up to £1,000,000 funded from in-kind contributions in terms of land disposal and compensation values foregone.

Cllr Price, Board Member for Corporate Strategy and Economic Development presented the report. He explained that the proposed in-kind land contribution to the Environment Agency would bring the scheme closer to completion. The land doesn't have a huge value for other purposes, it is mostly grazing land and there are small parts of the Redbridge and (extension of the) Seacourt Park n Rides included in the land contribution. He said the scheme would reduce the flood risk to 1,500 properties.

Cllr Smith asked if there was a guarantee from the Environment Agency that the scheme would enhance the wildlife of the area. The Executive Director for Sustainable City said whilst the design would improve the wildlife of the area, the design no longer includes a cycling or public walkway as surrounding landowners had expressed concerns about allowing public access.

The City Executive Board resolved to:

1. **Approve** the increase of Oxford City Council's project contribution towards Oxford Flood Alleviation Scheme by up to £1,000,000 funded from in-kind contributions from land disposal and compensation foregone; and
2. **Delegate authority** to Executive Director for Sustainable City, in consultation with the Heads of Financial Services and Law and Governance, to be able to enter a funding agreement with Environment Agency.
3. **Note** that a detailed report on proposed disposals to facilitate the Oxford Flood Alleviation Scheme and discounts proposed will be made to the City Executive Board in due course.

162. Minutes

Minute 148 – Headington spelt incorrectly.

The Board resolved to APPROVE the amended minutes of the meeting held on 9 March 2017 as a true and accurate record.

163.Dates of Future Meetings

The Board noted the next meeting would be held on 11 May 2017.

164.Matters Exempt from Publication

The Board indicated their intention to go into confidential session and the public left the room.

The Board resolved to go into confidential session in accordance with the provisions of Paragraph 21(1)(b) of the Local Authorities (Executive Arrangements) (Access to Information) (England) Regulations 2000 on the grounds that their presence could involve the likely disclosure of exempt information as described in specific paragraphs of Schedule 12A of the Local Government Act 1972.

The Board may maintain the exemption if and so long as, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

165.Exempt Appendix 1_ Oxford Flood Alleviation Scheme

Cllr Price, Board Member for Corporate Strategy and Economic Development updated the Board on the contributions received for the scheme.

The meeting started at 5.00 pm and ended at 6.07 pm