

ANNUAL SERVICE PLAN

CLIENT:

OXFORD CITY COUNCIL

PERIOD:

From

April 2015

To

March 2016

SUBMITTED BY:

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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 2015 to March 2016.

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 2015/16, specific action plans in respect of those strategic objectives and a risk analysis;

The contents of the Annual Service Plan, once agreed with the 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 on-going review and monitoring process will incorporate on going management scrutiny, monthly update reports, monthly meetings between key representatives of Fusion and the Council, quarterly Partnership Board meetings and a formal review in advance of the 2016/17 service planning process.

FINANCIAL:

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

* F1 To deliver a 10% year-on-year reduction in subsidy per user

Key actions include complete compliance with financial policies and procedures, the instigation of monthly trading (financial review) meetings and the introduction of new products and services;

* F2 To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive

Key actions include implementation of 2015/16 pricing proposals, including general RPI increases across core prices and planning for 2016/17 pricing.

PARTICIPATION:

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

* P1 To deliver a 3% year-on-year increase in participation by users resident in the most deprived

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 3% 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 OCC sports development and PCT in the further development of the healthy living initiatives;

* P3 To deliver a 3% 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 improved work with schools;

* P4 To deliver a 3% year-on-year increase in participation by users from BME groups

Key actions include: mail campaigning, work with relevant local stakeholder groups, development of community ambassadors and development of specific programmes and activities;

* P5 To deliver a 3% year-on-year increase in participation by disabled users

Key actions include: development of specific access awareness, work with relevant local stakeholder groups IFI accreditation and development of specific programmes and activities;

* P6 To deliver a 3% 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 3% 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;

* P8 To improve general access to all sites

Key action is delivery of action plans based on specific access surveys.

* P9 To deliver a 3% increase in participation by female users

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

* P10 To deliver a 5% increase in participation target - over achievement

CUSTOMER RELATIONS:

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

* CR 1 To maintain customer satisfaction levels at leisure facilities above 95%

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 NBS surveys;

* CR 2 Striving for Excellence

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

* CR 3 To fully comply with Fusion's customer relations programmes

Key action is delivery of action plans based on a specific reviews and results of customer relations programmes;

* 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.

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 on going improvement plans.

FACILITY MANAGEMENT:

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

* FM1 To achieve average Base Camp 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 Base Camp 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% reduction in carbon emissions year-on-year and 3% reduction in water usage

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;

* FM3 To reduce general refuse by 25% and to increase recycling waste by 25%

Key actions include establishment of baseline figures, implementation of ISO14001 policies and procedures and development of specific plans;

* 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 FM subcontractors, delivery of programme of lifecycle works and management of the equipment inventory;

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

Key actions include: IMS audit, delivery of mystery shops and implementation of relevant continuous improvement plans.

* FM7 To maintain quality ' Integrated Management Systems' (IMS) procedures across all sites

Key actions include implementing improvement action plans to embed any updated systems of operation

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 and delivery of relevant training.

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 on going liaison with representatives from Council

- * 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, 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:

Seven 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 team 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 on going 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 celebrate Sporting event in the centre and engage in participation opportunities

Key actions include communication of BOA and FANS/FACS schemes and continued development of Oxford-specific 2013 plan;

* SCD5 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;

* SCD6 To positively promote the benefits of healthy living and active lifestyles

Key actions include use of SCD notice board and development of joint initiatives with key partners.

SCD7 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

SCD8 Badminton Development at Leys Pools & Leisure Centre

Increasing Badminton Participation at Leys Pools & Leisure Centre

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:

Five 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 Alexandra Park, Rose Hill and Horspath Track;

* PD3 To support the Council in the delivery of a new competition standard pool and decommissioning of Temple Cowley Pools and Blackbird Leys Pool

Key actions include delivery of agreed plans;

* PD4 To support the Council in exploring the possibility of developing a residents card in Oxford

Key actions include delivery of agreed course of action;

* PD5 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 incorporates the delivery of services of the City Council's main seven leisure facilities, as follows: Barton Leisure Centre, Blackbird Leys Leisure Centre, Blackbird Leys Swimming Pool, Ferry Leisure Centre, Hinksey Outdoor Pool, Oxford Ice Rink and Temple Cowley Pools. From January 2015 the contract will consist of the following centres: 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. The City Council and Fusion have entered into a ten-year relationship, during which 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 2015 to March 2016.

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 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
- * 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 satisfaction, health and safety, FM, 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:

- * September '14: Partnership Board initial discussion regarding primary service objectives;
- * December '14: Presentation of draft Annual Service Plan to Partnership Board;
- * April'15: 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

- * January 2015: communication to City Council's City Executive Board;
- * February 2015: communication to Fusion management team and staff;
- * April 2015: communication to customers and key stakeholders.

REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

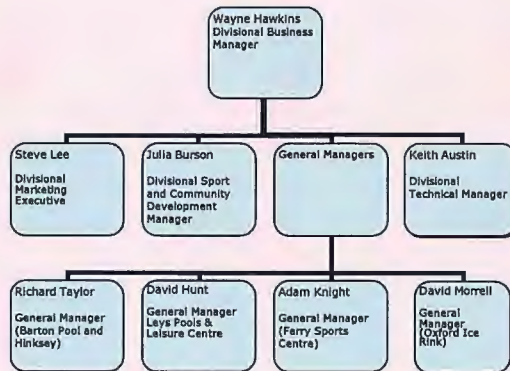
We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

The on-going review and monitoring process will incorporate the following elements:

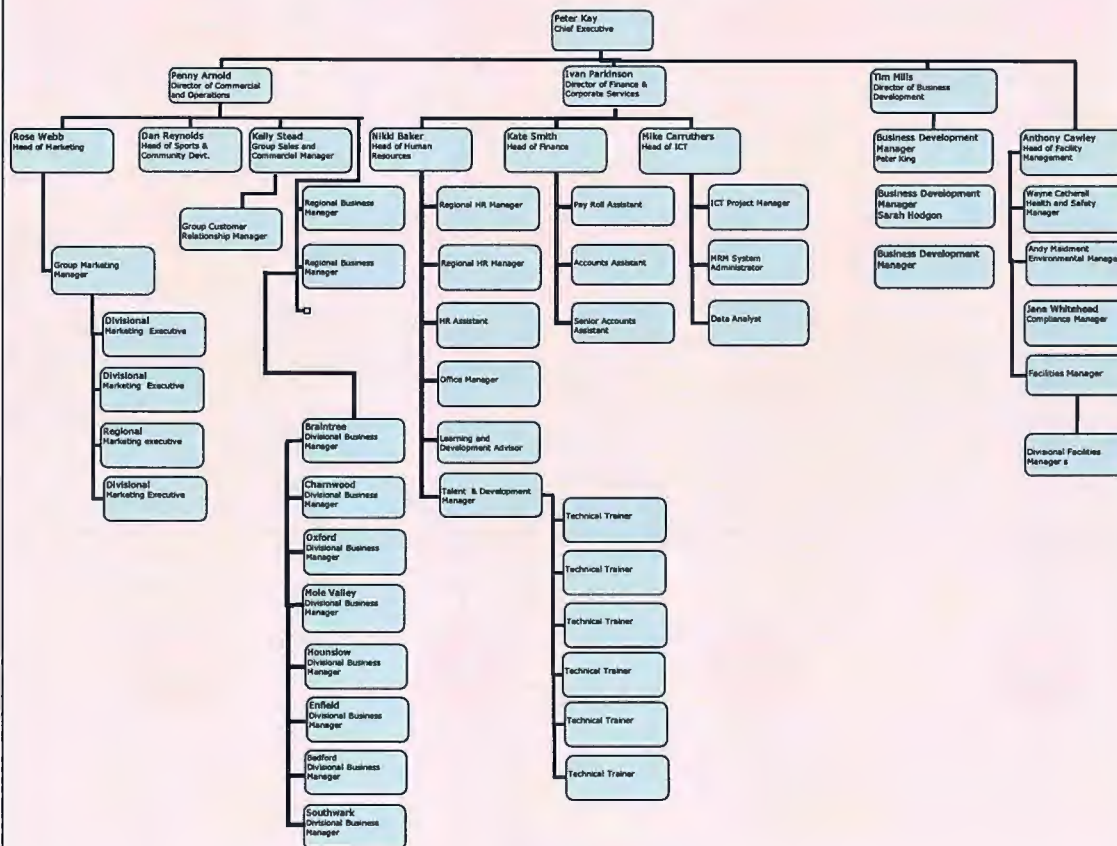
- * on-going management scrutiny at site, divisional, Senior Management Team and Executive
- * monthly update reports delivered by Fusion to the Council;
- * monthly meetings between key representatives of Fusion and the Council;
- * quarterly meetings of the Partnership Board;

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

Oxford Divisional Staffing Structure:



Fusion central (Bermondsey Street) staffing structure:



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

The Performance Review element of the Annual Service Plan will incorporate a review of performance against the Annual Service Plan for period to April 2014 to March 2015. This Performance Review incorporates each of the headed areas within the plan: Finance, Participation, Customer Satisfaction, Health and Safety Facility Management, Staffing, Marketing, Sport and Community Development, Facility Development & Partnership Development.

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS

F 1. To deliver a 10% year on year reduction in subsidy per user

* Subsidy per user has reduced by xx% on previous year 2013/14

* Completed audit of all Fusion financial management policies and procedures and implemented action plans.

F2. To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive

* 2014/15 prices reviewed in line with RPI and VAT increases.

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS

P1. To deliver a 5% year on year increase in participation by users resident in the most deprived areas of the city

* Identification and monitoring of deprived wards and targeted streets has been reviewed.

* Participation has increased by xx%.

P2. To deliver a 5% year on year increase in participation by users over 50

* A xx% increase in users aged Over 50

P.3 To deliver a 5 % year on year increase in participation by users under the age of 16

* A xx% increase in users under the age of 16

P4. To deliver a 5 % year on year increase in participation by users from BME groups

* A xx% increase in BME users

P5. To deliver a 5% year on year increase in participation by disabled users

* a xx% increase in usage by disabled users

P6. To deliver a 5% year on year increase in participation for junior swimming

- * a xx% reduction in the Junior free swim scheme

P7. To deliver a 3% year on year increase in participation on the 60+ swimming scheme

- * A xx% reduction in 60+ swim participation

P8. To improve general access to all sites

- * Brown road signage improved at Hinksey Outdoor Pool and revised audit and plan completed for other sites.
- * Improvement works designed to ensure complete access

P9. To deliver a 5% year-on-year increase in participation in Women and Girls Activities

- * A xx% increase in Women and Girls participation.

KEY OUTSTANDING ACTIONS:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

CR1 To improve customer satisfaction with the leisure facilities by 2%

- * National Benchmarking Surveys (NBS) undertaken at Ferry Leisure Centre, Blackbird Leys Leisure Centre, Barton Leisure Centre, Hinksey Outdoor Pool and Oxford Ice Rink.
- * Overall customer satisfaction of leisure facilities decreased by xx% to xx%

CR2 To fully embed customer care programmes for cultural change

- * Customer care training embedded within the staff induction programme. Rolled out 'Delivering Customer Service Training' and 'Managing Customer Service Training' to managers and staff.

CR3 To deliver a reduction of at least 5% in annual attrition levels for Slice Card Membership

- * User groups, customer forums and management forums held at each site
- * Monitoring of membership attrition undertaken. Monitoring undertaken with 50% of those cancelled surveyed to establish reasons for leaving.
- * 2013 attrition levels increased by xx% compared to 2012

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

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

- * Compliance scores: Barton Leisure Centre xx%, Blackbird Leys Leisure Centre xx%, Blackbird Leys Pool xx%, Ferry Leisure Centre xx%, Hinksey Outdoor Pool xx%, Temple Cowley Pools xx%.
- * All Oxford sites fully compliant with OHSAS audit of health and safety management.

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

FM1. To achieve an average Base Camp inspection scores of at least 95% across all facilities

- * Base camp score is xx%
- * Maintained ISO 14001 following external assessment

FM2. To engage fully with the 10:10 challenge and to contribute to the Council's delivery of a 10% reduction to carbon emissions in 2010.

- * Maintained ISO 14002 accreditation in Oxford.
- * Reduced Gas consumption at Oxford Ice Rink by xx%
- * Reduced electricity consumption at Blackbird Leys Leisure Centre by xx%, Blackbird Leys Pool by xx%, Ferry Leisure Centre by x%, Oxford Ice Rink by x%, Temple Cowley by xx% and Hinksey Outdoor

FM3. To reduce general refuse by 25% and to increase recycling waste by 25%

- * Action plans created and implemented to reduce the general waste and increase recycling

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

- * xx% of all scheduled cleaning tasks undertaken

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

- * Review of contractors performance reviewed on a quarterly basis with any remedial actions taken.
- * xx% of Planned Preventative Maintenance undertaken.
- * 2014/15 works undertaken.

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

- * Quest accreditation maintained at Blackbird Leys Leisure Centre, Hinksey Outdoor Pool, and Ferry Leisure Centre at a rating of 'Good' and a direction of travel that is showing improvement
- * Service improvement plans maintained and actioned

FM7. To maintain adherence to Fusion's quality 'Integrated Management Systems' (IMS)

- * IMS audits and updates undertaken

KEY OUTSTANDING ACTIONS

- * Agreement of baseline waste measurement

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

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

- * Appraisals undertaken for staff within Oxford
- * Rolled out 'Delivering Service Excellence'
- * Completion of all staff's full Training Needs Analysis

S2. To achieve 72% staff satisfaction across each equality strand and overall

- * Full compliance with Fusion's HR policies and procedures

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

- * Formal analysis undertaken to monitor equity and diversity of workforce
- * Introduced new induction programme for all new staff

KEY OUTSTANDING ACTIONS:

- * Completion of the Fusion colleague engagement survey

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

M1. To deliver a proactive approach to PR, such as facility and service successes are

- * Established clear PR, branding & communications working guidelines with Oxford City Council and
- * Meeting schedules planned and undertaken with OCC communications and branding team.

M2. To deliver a 1% increase in concessionary membership

- * xx% year-on-year reduction in bonus Slice members.
- * List of targeted deprived wards and streets reviewed and agreed.
- * Core literature reviewed and made available within sites and websites updated.
- * Specific marketing plan aimed at deprived areas established with actions undertaken.
- * Discount learn to swim schemes undertaken targeted at those in deprived wards.

M3. To deliver a 5% increase in total membership

- * xx% increase in centre memberships & xx% increase in Reward Card holders

M4. To ensure that the products and services offered by the leisure services are of a high standard, innovative and attractive

- * Successfully launched refurbished facilities at the Oxford Ice rink, Spin Studio at Barton Leisure Centre and Café at Ferry Leisure Centre.
- * Introduced new Children's Party product for Toddler World at Leys Pools and Leisure Centre, Oxford Ice Rink and Ferry Leisure Centre
- * Developed specific marketing plans for all centres

M5. To establish and maintain the highest standards of facility presentation

- * Undertaken regular Audits and appropriate action plans against Fusion's 'Customer Journey'

M6. To establish and maintain the highest standard of web and social media promotion

- * Maintained internal protocols to ensure all website information is current and well presented
- * Adhered to clear policies on the use of social media

KEY OUTSTANDING ACTIONS:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

SD1 To develop positive and proactive partnerships with key local stakeholders

- * Register of Key stakeholders reviewed with initiatives established with Badminton England, England Squash, Amateur Swimming Association, Barton Obesity Project and Oxford Sports Partnership 'Go-Active'
- * Initiatives established and maintained with Badminton England, England Squash, Amateur Swimming Association, Barton Obesity Project and Oxford Sports Partnership 'Go-Active'
- * Meetings established with Oxford City Council development Officers with compatible objectives and action plan produced.
 - * Representation made at Community Sport Network meetings

SD2. To develop positive and proactive relationships with local sports clubs

- * Register of all Sports Clubs and groups using the leisure facilities reviewed.
- * Quarterly meetings held with the City of Oxford Swimming Club.

SD3. To ensure that all facility programmes are exciting, innovative and attractive to users and potential users

- * Swimming Pool timetables reviewed at Barton Leisure Centre, Ferry Leisure Centre, Leys Pools and Leisure Centre and Hinksey Outdoor Pool.
- * Reviewed sports hall programmes at Ferry Leisure Centre and Leys Pools and Leisure Centre.
 - * Studio activities reviewed 3 times per year with changes to programme implemented
 - * Ice Rink programme reviewed and action plan produced

SD4. To continually update and implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics and Paralympics

- * Action plan created
- * Reviewed FANS, BOA & FACS as part of the Olympic 2012 initiative and post Olympics
 - * Supported event leading unto and beyond the Olympics 2012

SD5. To proactively explore opportunities for external funding

- * 37K Funding continues with the Go-Active scheme for project aimed at increasing women

SD6. To positively promote the benefits of healthy living and active lifestyles

- * GP referral Action Plan revised and developed
- * Developed and promoted 'Active Women' activities utilising funded monies
 - * Supported the Council's 'Youth Ambition Programme'
- * Cardiac Rehabilitation supported at Blackbird Leys Leisure Centre

KEY OUTSTANDING ACTIONS:

- * Achieve ISPAL Sports Development Award 'Active Mark'

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

FD1. To develop a programme of other facility development proposals in the leisure facilities and where these are agreed deliver such developments

KEY OUTSTANDING ACTIONS:

- * Agreement of final development plans for Ferry Leisure Centre soft play and spin studio

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

PD1 To ensure 100% compliance with all agreed meetings, reporting and performance monitoring requirements.

- * All reporting dates agreed for Client/Contractor meetings
 - * Client report format reviewed and amended.
 - * 100% compliance with agreed report deadlines

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

- * Proposals issued to Oxford City Council for the possible operation of the tennis courts at Alexandra
 - * Interest vested in the possible management of Horsepath Athletics Stadium
- * Interest vested in the possible opportunity to design, build and operate an indoor football facility

PD3. To support the Council in the delivery of a new competition pool

- * Full liaison and support with Oxford City Council in respect of the new swimming Pool development at Blackbird Leys Leisure Centre

PD4. To support the Council in exploring the possibility of developing a resident card in Oxford

- * Full support and consideration offered.

PD5. To optimise the development of partnership between Fusion and Oxford City Council

- * Process reviewed to ensure good working relationships are maintained
- * Strategic Management meetings and Partnership Board meetings held quarterly

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 Partnership Board;
- * Fusion's corporate objectives as reflected in the company's 1 and 3-year Business Plans
- * the analysis of contract performance to date;
- * the commitments and intentions set out in Fusion's BAFO tender submission;
- * 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.
- * the results and analysis of Fusion's Mystery Visit programme

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 2015/16 are as follows:

- * continued engagement with reducing CO2 Emissions - delivery of 5% year-on-year reduction in carbon emissions and a 3% reduction in water (PB 1);
- * continued engagement with and participation by the Council's target groups, as follows: 3% increase in participation by users resident in the most deprived wards in Oxford, 3% increase in participation by users who are members of BME groups, 3% increase in participation by users with disabilities, 3% increase in participation in the junior free swim scheme. 3% increase in under 16s participation; 3% increase in Women participation (PB 2) these will be seen as the minimum required as we aim to exceed and increase participation by 5% across all groups and total participation.
- * maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated (PB 3);
- * improving access to the facilities (e.g. car parking) (PB 4)
- * to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford (PB 5).
- * to improve the health and well-being of local communities by engaging people in physical activity (PB 6)
- * to improve the offering of the 11-15 year old programming including term time and school holiday's
- * to provide diversionary activities to reduce crime and anti-social behaviour (PB 7)

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 2013-2017 and those objectives with specific relevance to the leisure facilities are as summarised below:

* **Vibrant, sustainable economy:** "...Over the next 4 years, the city council will invest around £68m into the local economy - building new houses, by employment-led development and by improving the city's leisure offer.... we will increase the proportion of apprenticeships created through Council investment for those who live in Oxford City to 100% by 2015/16; Increase the number of jobs created through Council investment projects and other activities to over 850 by 2015/16; Increase City Council spend with local businesses to 48% by 2015/16... (OCC 1).

* **Meeting Housing Needs:** Deliver a programme of new homes and community facilities across the city. (OCC 2);

* **Strong, Active Communities:** Communities that are socially cohesive and safe, and citizens who are actively engaged in pursuing their own well-being and that of their communities. We will "...Improve satisfaction with our neighbourhoods by 1% every year; Increase the percentage of adults participating in sport (as measured by the Annual Sport England Active People Survey); Increase the number of young people attending our Holiday Activity programme to more than 1,600 in 2015/16; Work with partners to break the cycle of deprivation by supporting vulnerable families, improving employability and reducing inequalities; Invest £33,000 per annum for three years commencing 2012 to enable more effective use of Oxford City leisure facilities by schools, £28,000 per annum for young people to access free swimming and £240,000 per annum to provide support where there have been

* **Cleaner, Greener Oxford:** The City Council's objective is to maintain and develop a cleaner City. To tackle climate change and promote sustainable environment, greener Oxford - in the city centre, in outer neighbourhoods and in all public spaces " We will Reduce the city's carbon footprint by 5% each year; increase satisfaction with our street cleaning from

* **Efficient, Effective Council:** Oxford City Council aspires to be an efficient and effective council by being a flexible and digitally enabled organisation, delivering high-quality, value-for-money services "... we will increase the percentage of customers satisfied at their first point of contact across all access channels (web, telephone, face to face) to 75%; reduce the cost of delivering Council services per resident from £172 in 2011/12 to £162 in 2014/15; Deliver efficiency Savings of £7 million by 2012/13 and over £17m by 2015/16; Achieve IIP Gold by 2013/14; further improve attendance rates; continue to strengthen working relationships between management and trade unions..." (OCC 5).

Further, the Council is reviewing its Sports Strategy which seeks to achieve the following objectives:

- * to crystallise the Council's role in providing a Sport & Physical Activity offer;
- * to show how the Council links in to the Sport & Physical Activity national & local priorities
- * to identify and evidence the key Focus Sports for the Council (confirmed as swimming, football, skating & StreetSports, with other prioritised sports being badminton, dance, tennis, rugby, cricket & athletics);
- * to identify key challenging sporting projects within the City leisure service area and prioritise

The Sports Strategy incorporates a Sports and Physical Activity Action Plan with the following key elements:

- * to deliver key projects (e.g. competition-standard-pool, Barton pavilion, five-a-side facility);
- * to improve governance (e.g. chair CSN, attendance at relevant stakeholder meetings);
- * to review focus sports;
- * to improve performance management;
- * to increase participation;
- * to ensure City Leisure is resourced effectively;
- * to ensure effective access to leisure facilities.

FUSION CORPORATE OBJECTIVES:

Fusion's corporate vision is "to be the 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 2015 are as follows:

- * to deliver a 5% year-on-year increase on like-for-like income (Fus 1);
- * to deliver all facility redevelopments on time and on budget and to deliver the projected
- * to deliver a surplus margin of 5% (Fus 3);
- * to ensure 97% "good"/"excellent" for overall customer satisfaction and 100% "good"/
- * to reduce attrition of subscription memberships to less than 50% per annum (Fus 5);
- * to deliver a 5% year-on-year increase in like-for-like general participation (Fus 6);
- * to deliver a 5% year-on-year increase in like-for-like participation by target groups (Fus 7);
- * to ensure 100% compliance with Basecamp inspection regimes and to deliver an average score of at least 95% on Basecamp inspection scores (Fus 8);
- * to deliver Quest accreditation rating of "Good"; Mystery Visit scores to be 100% (Fus 9);
- * to deliver a 2% year-on-year reduction on like-for-like energy consumption (Fus 10);
- * to win 2 new partnerships with combined turnover of 6-10 million per annum (Fus 11).
- * Achieve turnover of 80 million pounds (Fus 12)

PERFORMANCE TO DATE:

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

- * mixed financial performance - good income performance on membership direct debits, improved performance on payroll management, year-to-date performance below tender expectations;
- * good participation performance - Substantial increase in participation with improved monitoring of target groups. Continued good increase in centre memberships. Two areas that require additional focus and promotion is the target group for those on low income and from deprived areas.
- * good customer satisfaction performance - good response to PTUWYT comment slips, improvement in staffing, variety of activities, condition of buildings and website
- * good health and safety performance - continued improvements in internal and external H&S audits;
- * good FM performance - maintained compliance of Base Camp, cleaning undertaken and PPM systems, Introduced asset management to improve maintenance performance and monitoring;

- * good marketing performance - Good communication links with OCC and local media; Continued improved communications with customers through the "Rewards Card". Improved usage of social media - Facebook and twitter.
- * improved sports and community development performance - dedicated SCD resource, links established with key stakeholders and local groups and schools and colleges, good participation with CSN and National governing bodies;
- * good facility development performance - commencement of the development of new competition pool due to Open December 2014, soft play and new studio at Leys Pools & Leisure Centre well received. New Name for Blackbird Leys Leisure Centre which is Leys Pools & Leisure Centre
- * good partnership development performance - meeting, reporting and communication systems established, Partnership Board meeting held quarterly, annual service planning process embedded.
- * good customer forum programme to improve service delivery.

Key commitments agreed within the business planning process are:

- * to look at the excellent rating of Customer service aim for 60% target in 2015/16
 - * to increase participation by minimum 3%
 - * to increase total usage of the Council's leisure facilities by 5%
 - * to reduce attrition of all memberships to 6% attrition rate
 - * to increase income and reduce deficit
- * to contribute to the delivery of the Council's targets of reducing carbon emissions from Council buildings by 5% year-on year;
- * to provide leisure facilities which provide excellent value for money measured by subsidy per user that reduces year on year;
- * to maintain Quest accreditation score of at least 'Good' and target for one Excellent

SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the first part of 2013, Sport England National Benchmarking Surveys were undertaken at Barton Pool, Blackbird Leys Leisure Centre, Ferry Sports Centre, Hinksey Pool. The Survey processes involved an analysis of financial and usage statistics for the facilities (in year 2012/13) and sample surveys of customer satisfaction undertaken in the summer 2013. Oxford Ice Rink was surveyed in September 2012 and utilised financial information from 2011/12 The findings are summarised as follows:

- * "Strong" financial performance at; Ferry, Ice Rink, Blackbird Leys Leisure Centre. "Weak" performance at Barton. (NB financial figures for Barton were 2010/11 which were prior to new fitness facility development). Subsidy per user in the top quartile at Ferry and Oxford Ice Rink.
- * "Improved" access performance at Ferry Leisure Centre and Hinksey Pool Oxford Ice Rink and Blackbird Leys Leisure Centre, particularly 11 - 19 year olds. Generally poor performance for 20 - 59 year olds and unemployed. Good performance for deprived/disadvantaged users
- * 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

- * "Above industry average" customer satisfaction performance at Barton Pool, Blackbird Leys Leisure Centre, Hinksey Pool and Ferry Leisure Centre. OIR was perceived to be below industry standards due mainly to poor food and drink, poor equipment and activity charge/fee.

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% (2001 - 2011); 4% higher than the England average
- * 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 compared to 13% for England and Wales
- * wards with particularly high projected population increases include Barton & Sandhills (46%), Cowley Marsh (26%) and Carfax (24%);
- * slight decrease (0.7%) projected in Blackbird Leys;
- * Oxford is reporting an aging population for the first time in recent history
- * Unemployment is 5.4% compared to England average of 7.1%

Active People Surveys:

(NB. Oxfordshire is the highest overall scoring county in the country in respect of Active

- * participation (3 x 30 minutes per week) KPI @ 25.5% (ranked 2nd in Oxon);
- * participation (1 X 30minutes per week) kpi increased to 39.1% (ranked 3rd in Oxon);
- * volunteering KPI increased 3.5% to 5.8% (ranked 3th in Oxon);
- * club membership KPI decreased by 4.8% to 27.2% (ranked 5th in Oxon);
- * tuition KPI decreased by 2.6% to 18.3% (ranked 4th in Oxon);
- * competition KPI decreased by 9.6% to 6.9% (ranked 5st in Oxon);
- * satisfaction KPI reduced to 60.2% (ranked 5th in Oxon);

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 Risinghurst (all directly served by Barton Pool), Rose Hill and Iffley, Littlemore, Northfield Brook, Blackbird Leys and Cowley (all directly served by Leys Pool & Leisure Centre) and Carfax (served to some extent by Ferry Sports Centre).

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)

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 300 people were surveyed in the Summertown, Headington and Templars Square areas. The research was designed to investigate attitudes and behaviour around exercise and to find out what the residents of the area think about the leisure facilities. The key findings were as follows:

- * 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 you get out of breath. 38% either agree or strongly agree you can get enough in your daily life without doing sport or exercise.
- * 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 Esporta and College/University facilities seem to be the main competitor at 25% each, followed by LA Fitness at 11%. 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 more, (national average 50%), followed by not enough time due to home at 11%.
- * 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 maintenance programme
- * delivery of consistent increases in direct debit memberships;
- * higher than industry average performance in respect of customer satisfaction (cf. NBS
- * 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 Blackbird Leys;
- * 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

Weaknesses:

- * building up a base membership level at Leys Pool & Leisure Centre
- * car parking arrangements at Ice Rink & Ferry Leisure Centre
- * high and variable staff costs (as a percentage of income);
- * poor customer perception of the quality and value for money for food and drink
- * loss making contract in 2014-15

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 and courses 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

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 2012 &13

FINANCIAL

F1	To deliver a 10% year-on-year reduction in subsidy per user			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To complete audit of compliance with all Fusion financial management policies and procedures and to create a relevant remedial action plan.	April - May 2015	Audit completed and action plan created.	DBMgr (with GMs)
2	To implement the remedial action plan in respect of Fusion financial management policies and procedures.	June 2015 onwards	Action plan implemented.	DBMgr (with GMs)
3	To undertake weekly trading reviews with centre managers.	weekly	Weekly trading meetings instigated at each site.	DBMgr (with GMs)
	Conference Call to review weekly forecast			
4	To prepare draft business plan projections for 2016/17	November - December 2015	Business plan projections prepared.	DBMgr (with team)
5	To finalise detailed business plan projections for 2016/17	December 2015	Business plan projections finalised.	DBMgr (with team)
6	To communicate detailed business plan targets and budgets to all relevant managers and staff.	January 2015	Business Plan targets and budgets communicated to all relevant staff.	DBMgr (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 2015	Increases applied and customer communication undertaken.	DBMgr (with GMs)
2	To formally review all pricing structures and levels and develop specific pricing proposals for the 2015/16 annual service plan.	September - December 2014	Pricing structures and levels formally reviewed and proposals developed for 2015/6	DBMgr
	To specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates; and increases to legacy memberships while keeping Bonus membership prices frozen			
3	To agree pricing proposals for 2015/16 to include removing selling of Aqua and Active subscriptions to "new" customers	December 2014	Pricing proposals agreed.	DBMgr
4	To agree process of consultation and communication in respect of 2016/17 pricing	December 2015 - January 2016	Process agreed.	DBMgr
5	To implement agreed process of consultation and communication in respect of 2015/16 pricing	January - March 2015	Process implemented.	DBMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

ME Marketing Executive

DSCDMgr Divisional Sports and Community Development Manager

PARTICIPATION

P1	To deliver a 3% 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 Three key Wards Rosehill, Barton & The Leys. Also include Cutteslowe & Littlemore as the Top five	April 2015	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2015/16	Dec 2015	Participation targets established	DBMgr
3	To review programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case	April 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Aug 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Dec 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
4	To implement targeted campaigns, promoting existing benefits of the bonus card and specific activities through data supplied by Oxford City Council to reached those on low incomes	May 2015	Direct mail implemented	DBMgr
5	To maintain links with appropriate community groups within each of the target wards	On-going	At least two communications made over the year	DSCDMgr (with GMs)
6	To deliver and promote the Free Swimming scheme across the city	On-going	Courses promoted and delivered.	DSCDMgr (with DBMgr & GMs)

P2	To deliver a 3% 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 2015/16	Dec 2014	Participation targets established	DBMgr (with DSCDMgr)
2	To ensure that specific core literature in centre around activities for 60+ customers is available and up to date	On-going	Full set of literature permanently available	DBMgr
4	To review and update partners who support the development of activities and increase in participation by people aged over 50.	April - June 2015	Up-to-date partners identified and reviewed.	DBMgr (with DBMgr & GMs)
	Review the older peoples Needs Analysis			
5	To review Primetime programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case	April 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
	To plan at least one Older peoples open day in one of the leisure centres	April 2015 - Dec 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Dec 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
6	To review the age threshold of reporting and age specific target groups to implement for 2016/17 ASP Year	Apr - Dec 15	Review and User group meeting to determine age specific groups	DSCDMgr (with DBMgr & GMs)

P3 To deliver a 3% 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 2015/16	Dec 2014	Participation targets established	DBMgr (with DSCDMgr)
2	Review Programming in Swimming Pools & Sports Halls Development of Stage 8 + of the national plan to include additional Fun, Competitive and training lessons, including rookie lifeguard and Bronze Medallion	April 2015	Programme	DBMgr (with DSCDMgr)
3	Introduce Divisional Head Teacher to Increase Learn to Swim Programme by 50% currently 2000 per week	April 2015 onwards	3000 Swimmers on programme by March 2016	DHT (with GMs)
4	To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16.	Apr-15	Stakeholder partners reviewed.	DSCDMgr (with GMs)
5	To develop and implement a specific joint initiative re increasing under 16 participation with at least one identified stakeholder.	April 2015 onwards	At least 1 new initiatives/activities identified and implemented.	DSCDMgr
6	To review all junior development activities and create centre specific action plans for improvement and change.	April 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
	To review Family choice offering to increase % of family members across the City	Aug 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Mar-16	Increase family memberships from 5% to 7% of membership base	DSCDMgr (with DBMgr & GMs)
7	To undertake member and user analysis to identify participation and penetration rates	April 2015	Participation and penetration rates established	DSCDMgr (with GMs)
	Review school use of all facilities and draw up a programme of activity linked with relevant local schools and colleges so as to encourage improvement in educational attainment.			

9	Develop links with top 5 underperforming schools in Oxford - Offer of partnership sent to John Henry Newman Orchard Meadow Rose Hill Windale Bayard's Hill & Pegasus School	July - September 2015	Programme created.	DSCDMgr (with DBMgr & GMs)
9	To undertake agreed programme of school outreach activity for all programmes and be included in all school fete programmes.	September 2015 - March 2016	Programme undertaken.	DSCDMgr & DME (with DBMgr & GMs)

P4	To deliver a 3% 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 2015/16 - 3 % uplift from 2014/15	Dec 2014	Participation targets established	DBMgr (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 2015	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To develop and implement a specific joint initiative re increasing BME use with at least one identified stakeholder.	July- December 2014	Joint initiatives identified. And implemented	DSCDMgr
4	To maintain association with "community ambassadors" with whom to work to promote accessibility to the leisure facilities for BME groups.	On-going	Ambassadors identified.	DSCDMgr (with GMs)
5	To review and implement a revised programme of work with the community ambassadors.	October 2015 - March 2016	Programme reviewed and implemented.	DSCDMgr (with GMs)
6	To undertake direct a campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2015	Campaign undertaken.	DBMgr (with DSCDMgr & GMs)

P5	To deliver a 3% 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 2015/16	Dec 2014	Participation targets established	DBMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation by disabled people.	April - June 2015	Stakeholder partners reviewed.	DSCDMgr (with GMs)
3	To develop and implement a specific joint initiative to increase disabled usage with at least one identified stakeholder. Swans Swimming group	July 2015-December	Joint initiatives identified and initiated.	DSCDMgr
	To include consideration of International Disabled People's Day and Oxfordshire Disabled School Sports			
4	To promote Inclusive Fitness at Leys Pools & Leisure Centre	April 2015-March 16	Promotion of IFI facilities	DSCDMgr
	Include IFI information on Website			

P6	To deliver a 3% year-on-year increase in participation on junior swimming			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To Employ Divisional Head Teacher	Dec-14	HR Policy, recruitment process	DBMgr
2	To implement the agreed marketing plan for promotion of junior free swimming scheme.	April 2015 - March 2016	Marketing plan implemented.	DBMgr (with DSCDMgr & GMs)
3	To review the allocated hours for free swimming	April 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
	To offer free fun sessions to 5/6 allocated schools	Aug 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
	Add value to Swim School DD - Free Swimming across Oxford during public sessions	Dec 2015	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
4	In partnership with OCC deliver funded free swimming lessons targeted at children in high areas of deprivation having low rates of physical activity	Apr-15	Swimming lessons undertaken	DSCDMgr (with DBMgr & GMs)
5	To develop and implement a programme of promotion of appropriate add-on / sell-on activities for free swimming participants.	April - June 2015	Policies and procedures implemented.	DBMgr (with GMs)

6	To implement the policies and procedures of Fusion's aquatic product (including the promotion and management of free swimming initiative).	April 2015- March 2016	Programme developed and implemented	DBMgr (with GMs)
	Programme to incorporate access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation, swim-fit etc. Implementation of initiatives and plans through joint working with ASA and the City of Oxford Swimming Club, e.g. talent spotting			

P7	To deliver a 3% year-on-year increase in participation in 60+ swimming			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Include 60+ promotion of swimming on centre 1-31 planners	April - June 2015	Marketing plan created.	DBMgr (with DSCDMgr & GMs)
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2015- March 2016	Marketing plan implemented.	DBMgr (with DSCDMgr & GMs)
3	To implement the policies and procedures of Fusion's aquatic product	April 2015	Policies and procedures implemented.	DBMgr (with GMs)
4	To develop and implement a programme of promotion of appropriate add-on / sell-on activities O'60 swimming participants. 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 2015 - March 2016	Programme developed and implemented	DBMgr (with GMs)

P8	To improve general access to all sites			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review and update access/customer journey surveys	April - June 2015	Plan reviewed and updated	DSCDMgr & DBMgr(with GMs)
	To review Brown Signage to centres to include New Pool			
2	Review Green Travel Plan to all sites	July 15 - March 16	Plan created and implemented	DBMgr (with DSCDMgr & GMs)
3	Review Employee bike to work scheme and promote internally	May 2015	Revised Plan created	DBMgr
4	Review Car Parking arrangements with OCC so that it is not increasing barriers	Apr 2015 -Dec 2015	Review current arrangements	DBMgr

P9	To deliver a 3% 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 2015/16	April 2015 to March 16	Participation targets established	DBMgr (with DSCDMgr)
2	To develop and implement at least 3 new outreach activities for women and girls that sign posts future participation to leisure centre facilities	April 2015 - March 2016	3 outreach activities established	DSCDMgr
3	To review stakeholder partners who can support the development of activities and increase in participation in women and girls activities.	April - June 2015	Stakeholder Partners reviewed	DSCDMgr (with GMs)

4	To develop a specific joint initiative re increasing female usage with at least one identified stakeholder.	July 2015	Joint initiatives identified.	DSCDMgr
5	To implement the agreed joint initiative re increasing female use.	July - December 2015	Joint initiatives implemented.	DSCDMgr

P10	To deliver a 5% year-on-year increase in overall participation			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To target the centres with 5% increase on overall participation but aim for a minimum of 3%	April 2015 to March 16	Participation targets established	DBMgr (with DSCDMgr)
2	Leys Pools & Leisure Centre to be targeted with 360,000 visits per annum to include Temple and Blackbird Leys Pools Numbers	April 2015 to March 16	Participation targets established	DBMgr (with DSCDMgr)

Abbreviations

DBMgr Divisional Business 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% GSE			
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 management surgeries.	April 2015 and on-going.	Policies and procedures implemented.	GM
2	To ensure that all facilities maintain an up-to-date "Customer Care" notice board.	On-going	Notice boards provided and maintained with relevant information displayed.	GM
	Notice board to present information including customer care policies, PTUWYT 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.	April 2015	User Group composition and roles reaffirmed and calendar of meetings established.	GM
4	To maintain relevant mechanisms for providing customer information re pool water temperatures.	On-going	Mechanisms implemented.	GM
5	To hold monthly 'Meet the Manager' surgeries at each leisure facility.	April 2015 to March 2016	Management surgeries held.	GM

CR 2	Strive for excellence			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Aim on achieving 60% of all customer rating their satisfaction levels Excellent	April 2015 and on-going.	PTUWYT	GM
2	Averaging over 80% on Mystery Visits	Monthly	80% average on Monthly MV's & aim form minimum of 15 Net	GM
	Net Promoter Score 9 or 10 on Mystery Visits			
3	Achieve 90% excellent rating for staff score	Monthly	PTUWYT - Staff Score	GM
4	Improve customer contact case study	2015	Use Market Force Case study software	GM

CR 3	To fully undertake Fusion's customer relations programmes			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure full compliance to the principles and practices of Fusion's customer relations initiatives and programmes.	On-going	Policies and procedures implemented	GM
	to include timely Reponses to PTUWYT complaints, undertaking cancellation surveys, mystery visit programme			
2	To ensure all staff receive customer care training within their induction programme.	On-going	Inductions complete	GM
3	To undertake the Bi-annual NBS at Oxford Ice Rink and Hinksey Outdoor Pool	July - October	Surveys complete	DBMgr
4	To undertake the bi-annual Non user surveys at 3 designated areas within the city of Oxford	April - June 2015	Surveys complete	DBMgr

CR 4	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.	On-going	Mechanisms are maintained	DBMgr (with GMs)
3	To implement Fusion's Customer Relations Policies and procedures.	On-going	Policies and procedures implemented.	DBMgr, DMMGR (with GMs)
4	To develop a calendar of retention activity for members.	April - May 2015	Calendar developed.	DBMgr, DMMGR (with GMs)
5	To implement agreed calendar of retention activity.	June 2015 - March	Calendar implemented.	DBMgr (with GMs)
6	To implement "WOW" events to increase the customer experience	April 2015 - Mar 2016	Deliver 1 WOW event per centre per month	GMs

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

ME Marketing Executive

DSCDMgr 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.	DBMgr, 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.	On-going	Action plan implemented.	DFMgr, (with GMs)
3	To ensure relevant attendance at quarterly Health and Safety Working Party.	Quarterly	Working Parties attended.	DBMgr (with GMs)
4	To maintain a health and safety notice board at all leisure facilities	On-going	Notice boards up to date.	DBMgr (with GMs)
5	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.	DBMgr (with GMs)
6	To implement any remedial action plan in respect of accident and incident trends.	As required	Action plan implemented.	DBMgr (with GMs)
7	To facilitate formal audit by Fusion H&S Manager or Facilities Maintenance Manager.	each site twice yearly	Audit undertaken	DBMgr, DFMgr (with GMs)
8	Update SDIP and implement relevant action plan in response to formal H&S audit.	6 monthly	Action plan implemented.	DBMgr (with GMs)
9	To facilitate formal external (OHSAS) audit of health and safety management policies and procedures.	April 2015 - March 2016	OHSAS audit undertaken.	DBMgr (with GMs)

10	To draw up and implement relevant action plan in response to OHSAS audit.	April 2015 March 2016	Action plan implemented.	DBMgr (with GMs)
11	To undertake formal training with relevant managers in Health and Safety	twice yearly	Training undertaken	DBMgr (with GMs)

Abbreviations:

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GM General Manager

FACILITY MANAGEMENT

FM1	To achieve average Base Camp inspection scores of at least 95% across all facilities			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Base Camp inspection regime.	On-going.	100% of scheduled Base Camp inspections undertaken.	GMs
2	To review nature of Base Camp failures quarter yearly and develop relevant remedial action plans.	April; July; Oct & Jan 2015 -2016	Review undertaken and action plan created.	DBMgr (with GMs)
3	To implement relevant remedial action plans re Base Camp failures.	April; July; Oct & Jan 2015 - 16	Action plan implemented.	DBMgr (with GMs)
4	Report Monthly Basecamp Scores	Monthly	Monthly Reporting - Action plan if below 95%	DBMgr (with GMs)
5	Replace Basecamp with Fusion 360 - offering automated reporting	Dec-15	Installed and Operational	DBMgr (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 5% reduction in carbon emissions year-on-year and 3% year-on-year reduction in water usage.			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To implement and maintain all ISO14001 environmental management systems and procedures in Oxford.	On-going	Systems and procedures implemented.	DFMgr (with GMs)
2	To review and maintain a formal energy action plan in respect of each of the leisure facilities.	May 2015	Plan reviewed.	DFMgr (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.			
3	To implement formal energy and water reduction action plans.	On-going	Plan implemented.	DFMgr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2015 and on-	Accreditation maintained	DFMgr (with GMs)
5	Promote Cycle to Work Scheme	Apr-15	Internal Promotion at least 10 staff taking scheme in 2015	DBMgr (with GMs)
6	To agree a calendar of meetings with key representatives of OCC energy and technical team and agree a programme of joint working in respect of achieving utility reductions and implementing SALIX funded energy reduction measures.	April 2015	Meeting dates agreed.	DFMgr (with DBMgr)
7	To implement agreed programme of joint working initiatives with OCC technical team.	May 2015-March 2016	Programme implemented.	DFMgr (with DBMgr)

8	To incorporate appropriate works into programme of lifecycle works.	Apr-15	Relevant works incorporated into programme.	DFMgr
9	To ensure all environmental management notice boards are maintained displaying relevant information.	On-going	Notice boards in place and displaying relevant information.	DFMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			
10	To ensure green travel plans are revised and in place at each site and communicated effectively to customers & staff	April - June 2015	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)

FM3	To reduce general refuse by 25% and to increase recycling waste by 25%			
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	DFMgr (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.	DFMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			
3	To create a specific action plan to reduce general refuse and increase recycled waste	April - June 2015	Action plan created.	DFMgr (with GMs)
4	To complete Baseline assessment for each site	April - June 2015	baseline assessment completed	Gm's
5	To assess current number of General Waste Bin collection & Recycle bins/Collections per week to determine the target	Apr-15	Quantative method to measure	DFMgr (with GMs)
6	To review action plan to reduce general refuse and increase recycled waste	July 2015 - March 2016	Action plan implemented.	DFMgr (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.	April 2015	Programme established.	DBMgr (with GMs)
2	To implement high level and deep clean schedule.	April 2015-March 2016	Programme implemented.	DBMgr (with GMs)
3	To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and Base Camp inspection scores).	Monthly	Cleaning schedules reviewed and revised.	DBMgr (with GMs)
4	To implement revised cleaning schedules.	As required	Cleaning schedules implemented.	DBMgr (with GMs)
5	Monitor through Mystery Visit Programme and highlight question about impression and cleanliness	Monthly	Market Force Mystery Visit Programme	GMs
6	To monitor customer scores through PTUWYT - Aim 90% excellent Scores	Monthly scores	PTUWYT - Cleanliness	GMs
7	To implement system of communicating required cleaning standards and systems of inspection to customers - Train out Expectations meeting	April - June 2015	System implemented and communicated.	DBMgr (with 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 FM subcontractors in Q4 2014/15 and draw up relevant remedial action plan.	April 2015	Performance reviewed and action plan drawn up.	DFMgr
2	To implement remedial action plan for FM performance.	April - June 2015	Action plan implemented.	DFMgr
3	To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage).	on-going	System established and implemented and maintained.	DBMgr (with GMs)
4	To review full property database for all leisure facilities in light of any developments.	April - Sept 2015	Database created.	DFMgr
5	To approve programme of lifecycle maintenance works for 2015/16.	April - May 2015	Lifecycle maintenance programme established.	DFMgr
9	To implement equipment replacement programme for 2015/16. (CAPEX)	April 2015 - July 2015	Programme implemented.	DFMgr (with GMs)
6	To implement lifecycle maintenance programme on time and on budget.	April 2015-March 2016	Lifecycle maintenance programme implemented.	DFMgr
7	To review full equipment inventory for all leisure facilities.	Oct - Dec 2015	Equipment inventory reviewed	DFMgr (with GMs)
8	To approve a capex programme of equipment replacement/renewal for 2016/17.	Dec-15	Replacement programme created.	DFMgr (with GMs)
9	To agree Fix time rates for level of priority jobs	Apr-15	Partnership Communication on rectification times	GMs with DBMgr

FM6	To maintain Quest accreditation at a minimum 'Good 'at Ferry L. C, Leys Pool & L.C, Hinksey Outdoor Pool, Oxford Ice Rink and Barton L. C.			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain relevant continued service improvement plan.	on-going	Plan drawn up and maintained.	GMs (with DBMgr)
2	To implement updated service improvement plan.	April 2015 onwards	Actions implemented and updated	GMs (with DBMgr)
3	To undertake programme of mystery shops and to update the service improvement plan accordingly.	April 2015 - March 2016	Mystery shops undertaken and plan updated.	GMs (with DBMgr)
4	To implement updated service improvement plan.	April 2015 and on-going	Action plan implemented.	GMs (with DBMgr)
5	To undertake formal assessments and Quest 12 monthly update visits at all accredited centres.	As required	Health check undertaken and Quest maintained.	DBMgr (with GMs)

FM7	To maintain adherence to Fusion's quality ' Integrated Management Systems' (IMS) procedures across all sites			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Undertake an audit check of compliance and create any remedial action plan	June 2015	Programme established.	DBMgr (with GMs)
2	To implement any remedial actions	June - July 2015	Programme implemented.	DBMgr (with GMs)

3	Ensure IMS updates are implemented and records maintained	April 2015 and onwards	Audit undertaken	DBMgr (with GMs)

Abbreviations

DBMgr Divisional Business Manager

GM General Manager

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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. Review to incorporate staff plans for the Leys Pools & Leisure Centre.	April - October 2015	Staffing structures in place	DBMgr (with GMs)
2	To ensure the completion of formal annual appraisals for all staff within Oxford.	April 2015 - March 2016	Appraisals completed.	DBMgr (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 2015	Training and development plan drawn up.	DBMgr (with GMs)
4	To ensure full staff compliance for compulsory mandatory training	April 2015 - March 2016	Compliance training 100%	DBMgr (with GMs)
5	To implement agreed training and development plans.	July 2015 - March 2016	Training and development plan implemented.	DBMgr (with GMs)
6	To ensure compliance with Fusion's new integrated HR/payroll operating system I-trent	April 2015 and on-going	System effectively introduced	DBMgr (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 2015 and on-going.	100% compliance achieved.	DBMgr (with GMs)
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2015.	April 2015 - May 2016	Minimum of 60% participation achieved.	DBMgr (with GMs)
3	To ensure maximum participation in the Fusion Colleague Engagement Survey.	Oct-15	Action plan created and implemented.	DBMgr (with GMs)
4	To reaffirm and clarify calendar of operational HR meetings across the Oxford contract and to implement	April 2015	Calendar of meetings confirmed and implemented	DBMgr (with GMs)
5	Set-up and implement a calendar of communication meetings with Union representatives and Fusion HR and contract management	April 2015 - March 2016	Calendar of meetings confirmed and implemented	DBMgr (with Rgn HR)

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
1	To undertake formal analysis of workforce by each equality strand and to create specific action plans to increase representation should this falls below Oxford's population make-up.	May 2015	Analysis completed and action plans created.	DBMgr (with GMs)
2	To implement the specific action plans re equality strands.	May - December 2015	Action plans implemented.	DBMgr (with GMs)
3	To create a programme of promotion to establish Fusion as an employer of choice in Oxford.	September 2015	Programme created.	DBMgr (with DBMgr)
	Plan to include attendance at job fairs and school carers events			
4	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2015	Programme implemented.	DBMgr (with DBMgr)
5	Work with new recruitment software Broad bean	April 2015 and on-going.	Information collected and analysed.	DBMgr (with GMs)
6	To deliver induction training for staff in respect of equality and diversity.	April 2015 and on-going	Training delivered.	DBMgr (with GMs)
7	Commit to hosting at least 2 work experience placements/work apprentices.	April 2015 - March 2016	Placements/Apprentices hosted	DBMgr (with GMs)

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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
1	To establish a clear PR communications approach in respect of the new pool development at Leys Pools & Leisure Centre.	April 2015	PR approach established.	ME (with DBM)
2	To implement the agreed approach to PR communications in respect of the proposed pool development	April 2015- March 2016	PR approach implemented.	ME (with DBM)
3	To review and update the KPIs relating to the general awareness of the Oxford leisure facilities; increasing web hits by 10% on 2013/14 and achieve 28 press releases.	April 2015	Measurable KPIs reviewed.	ME (with DBM)
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) health 2) employment (apprentices) 3)schools 4) Environment -energy/waste	April 2015	Programme established.	ME (with DBM, DSCD, GM's & CRM's)
5	To implement the programme of general PR communications.	April 2015 - March 2016	Programme implemented.	ME (with DBM, DSCD, GM's & CRM's)
6	To agree a calendar of meeting dates with key representatives of OCC Communications and Branding team and agree a programme of joint working . Aim for quarterly meetings	Apr-15	Meetings held and programme agreed.	ME (with DBM)

7	To implement agreed programme of joint working with OCC Communications and Branding team	June 2015- March 2016	Programme implemented.	ME (with DBM)
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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 2015	Plan created.	ME (with GMs, CRM's)
2	To implement the agreed centre marketing plans.	April 2015 - March	Plan implemented.	ME (with GM's ,
3	To create a specific action plan to increase deprived usage.	Apr-15	Plan created.	ME (with GM's , CRM's)
	Plan to targeted work in respect of deprived wards, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;			
4	Implement Plan to increase deprived usage	May 15 - March 16	Plan implemented	
5	Review Bounts rewards and launch	Apr-15	Plan implemented.	ME (with DBM)

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 IMS guidance and develop any appropriate action plan for improvement	April 2015	Audit undertaken and plan developed.	ME (with DBM & GMs)
2	Implement customer Journey action plan	April 2015 - March 2016	Action plan implemented.	ME (with DBM & 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 2015 - March 2016	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 and YouTube	April 2015 - March 2016	Action plan implemented.	ME (with DBM ,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 SCD to develop plan to improve relationships with schools and youth clubs to promote health and fitness - Work with 5 identified schools	April 2015- March 2016	Plan completed and implemented	ME (with DBM ,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 2015- March 2016	Action plan implemented.	ME (with DBM ,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 2015-	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 2015- March 2016	Waste reduced.	ME (with HoM)

Abbreviations:

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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 2015	List specified.	DSCDMgr
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2015	Calendar established.	DSCDMgr
3	To agree a calendar of meeting dates with key representatives of OCC Sports Development team to initiate joint working .	April 2015	Dates arranged	DSCDMgr
4	To agree joint sport and community development objectives and action plan with OCC Sports Development team for 2014/15.	April - May 2015	Objectives/action plan agreed.	DSCDMgr
5	To implement joint Sport and Community Development action plans	June 2015 - March 2016	Plan delivered	DSCDMgr
6	To review work plan for the delivery of the Sport England funded 'Active Women' project and agree changes.	April 2015	Plan agreed	DSCDMgr
7	Implement the agreed work plan for the delivery of the Sport England funded 'Active Women' project; Feed back on statistics.	April 2014- March 2015	Plan delivered	DSCDMgr
8	Evaluate 'Active Women' sessions and look to increase sustainability with joint partner sessions	Quarterly	Evaluation complete	DSCDMgr
9	To ensure attendance at all meetings of the Oxford Community Sports Network.	April 2015 and on-going	All relevant meetings attended.	DSCDMgr
10	Develop a work plan with OCC and other key partners for the further development of a 'Youth Ambition and Attainment	April 2015	Plan agreed	DSCDMgr

11	To implement the agreed work plan for the Youth Ambition and attainment programme	April 2015 onwards	Plan delivered	DSCDMgr
12	To develop and implement specific joint initiatives with at least two new stakeholders.	July 2015 - Feb 2016	Joint initiatives identified and implemented.	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.	On-going	Register up-to-date	DSCDMgr (with GMs)
2	To establish a calendar of regular consultation/liaison with all registered clubs.	April 15	Calendar established.	DSCDMgr (with GMs)
3	To establish a programme of on-going support for registered clubs, based on the outputs of consultation/liaison.	On-going	Programme established.	DSCDMgr (with GMs)
4	To maintain a continuous improvement plan in relation to sports club development.	On-going	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 2015	Links maintained/created	DSCDMgr
6	To establish a process of consultation/liaison with other key sports clubs.	July - September 2015	Programme established.	DSCDMgr
7	To implement process of consultation/liaison with other key sports clubs.	October 2015 - March 2016	Programme implemented.	DSCDMgr
8	To work in partnership with COSC and develop opportunities to work together to develop swimming pathways	On-going	plan established	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 Aquatics Development Plan	April 15	strategy and Plan Produced	DSCDMgr
2	Implement the Aquatics development plan	April 15 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 15	Reviews undertaken and revised programmes	DSCDMgr (with GMs & ME)
		August 15	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 15	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 2015	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 2015	Opening hours agreed	DBM (with GMs)
6	To implement agreed proposals for change to opening hours.	May 2015	Agreed proposals implemented.	DSCDMgr (with GMs)

SCD 4	To celebrate Sporting event in the centre and engage in participation opportunities			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure the established BOA, FANS and FACS schemes are well communicated both inside and outside of leisure facilities.	April 2015	Schemes implemented and communicated.	DSCDMgr (with GMs)
2	Review the BOA, FANS & FACS to monitor its impact	July 2015	Review completed	DSCDMgr
3	Develop an implement any remedial action plan for the FACS, FANS & BOA schemes	August 2015	Action plan implemented	DSCDMgr
4	To run a Winter Olympic Themed Event at the Oxford Ice Rink for local primary schools - Top 5 supported Schools	Sept - Dec 2015	Partnership links with designated schools, support and organise	DSCDMgr
5	To run a sports taster day for local primary schools during school sports event	May - July 2015	Partnership links with designated schools,	DSCDMgr
6	Offer fun activities relating to sporting and charity events over the year	April 15 to March 2016		GMs

SCD 5	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 2015	Database updated.	DSCDMgr
2	To identify specific opportunities and to develop relevant action plans.	May - July 2015	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2015 - March 2016	Action plans implemented.	DSCDMgr
4	To communicate to GMs the funding opportunities and the utilisation of any funding obtained.	September 2015	Communications delivered.	DSCDMgr

SCD 6	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.	On-going	Notice board provided.	DSCDMgr
2	To review stakeholder partners for potential new partnerships who can support the promotion of healthy living.	April - June 2015	Partners identified.	DSCDMgr (with GMs)
3	Create and deliver a programme for National Obesity week	Jan-15	Plan created	DSCDMgr
4	Create and deliver a programme for National Older Peoples Day	Oct-15	Plan created	DSCDMgr
5	To support GO Active Get Healthy project, work together on programmes to get people active	On-going	Plan created	DSCDMgr
6	Attend events such as Race for Life, Oxford Half Marathon and community events to promote healthy living and active lifestyles	On-going	Attend Events	DSCDMgr
7	Create and deliver a programme of activities utilising funding opportunities available	May 2015	Programme created	DSCDMgr
8	Working with key partners review/develop a plan to improve participation for social care users in leisure facilities	April 2015	Plan Created	DSCDMgr
9	To implement the plan for increasing social care participation in leisure facilities	May 2015 - March 2016	Plan implemented	DSCDMgr
10	Monitor & evaluate and review the GP Exercise Referral Programme, recommending changes to partners at County referral meetings	On-going	Evaluations and reviews undertaken with meetings attended	DSCDMgr
11	To attend health sub group meetings	On-going	Attend Meetings	DSCDMgr
12	To actively develop links with GP surgeries to increase Exercise	On-going	Plan created	DSCDMgr

12	on Referral numbers	April 2015 - March 201	Visits made and sign-ups increased	DSCDMgr
13	To establish cardiac rehabilitation phase 4 activities through the commissioning bodies	April - December 2015	Evaluation complete & cardiac Rehabilitation implemented	DSCDMgr & GM's
14	To continue to support Cardiac phase 3 rehab and Pulmonary rehab at Leys Pools	On-going	work in partnership	DSCDMgr & GM's

SCD 7	Develop & maintain relationships with schools and educational groups			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and maintain an up to date register of, schools and educational groups and other relevant organisations currently using the leisure facilities.	On-going	Register up-to-date	DSCDMgr (with GMs)
2	To establish a calendar of regular consultation/liaison with all registered schools and education groups.	April 15	Calendar established.	DSCDMgr (with GMs)
3	To develop and target at least 4 activities within schools. Supporting the City Top Sports	Apr-15	Activity Programme established.	DSCDMgr (with GMs)
4	To deliver at least 12 events at educational establishments; Schools, colleges, universities, language schools, etc.	April 15 - March 16	Events delivered	DSCDMgr (with GMs)
5	To maintain a continuous improvement plan in relation to schools and colleges development.	On-going	Programme implemented.	DSCDMgr (with GMs)
6	Attend the 'Schools Liaison Group' meetings	On-going	Meeting attended	DSCDMgr
7	Be an active stakeholder in the planning and delivery of the Oxford Youth Games and the Oxford disabled Games.	April 15 - March 16	Games planned and delivered with Fusion	DSCDMgr
8	Liaise with Oxfordshire County Council for the delivery of schools swimming	April 15 - March 16	Liaison established and maintained	DSCDMgr
9	Establish a program of 'Work Experience' aimed at 16 - 21 year old pupils from schools and colleges	On-going	Programme implemented	DSCDMgr

10	To offer local schools the opportunities to get them down to the ice rink and experience the rink	October 15 - February 16	At least 500 pupils attending Free Day	DSCDMgr
11	To develop a school event calendar to celebrate sporting events for the centres	April 2015 - June 15		DSCDMgr

SCD 8 Badminton Development at Leys Pools & Leisure Centre				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To introduce badminton development plan agreed by Badminton England as part of funding agreement	Apr-15	two new Sessions	DSCDMgr
2	Continue to be a key partner in Oxford Community Badminton Network	On-going		DSCDMgr

Abbreviations:

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HoM Head of Marketing

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 2015 business planning / annual service planning processes.	April - June 2015	Business cases developed.	DBMgr
2	To work as Oxford City Councils Preferred supplier of Leisure Provision	April 2015- March 2016	Partnership & Contractual opportunities	DBMgr

Abbreviations:

DBMgr Divisional Business 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 2015/16	April 2015	All details agreed.	DBMgr
2	To ensure 100% compliance with agreed client-contractor meeting arrangements	April 2015 and on-going	100% compliance.	DBMgr
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2015 and on-going	100% compliance.	DBMgr
4	To fully agree the format, content and timing of all reporting arrangements for 2015/16	April 2015	All details agreed.	DBMgr
5	To ensure 100% compliance with agreed reporting arrangements.	April 2015 and on-going	100% compliance.	DBMgr
7	To contribute positively and proactively to the Partnership Board meeting.	April 2015 and onwards	Partnership Board meeting held with demonstrable contribution.	DBMgr
9	To submit and present draft Annual Service Plan to Partnership Board.	December 2015	Draft Annual Service Plan submitted.	DBMgr
10	To agree final Annual Service Plan for 2015/16 and prepare for implementation.	January - March 2015	Final Annual Service Plan agreed and implementation preparation underway.	DBMgr

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 2015 onwards	List identified and course of action agreed.	DBMgr
2	To implement any agreed course of action in respect of additional opportunities.	April -2015 onwards	Course of action implemented.	DBMgr
3	To continually propose added value and increased facility provision if necessary	2015/16	Business case developed/amended.	DBMgr

PD3	To support the Council in the delivery of a new competition standard swimming pool			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to liaise with the Council to agree a specific course of action in supporting the project and ensuring successful year one of the new centre	April 2015 onwards	Course of action agreed.	DBMgr
2	To market and promote Leys Pools & Leisure Centre to get maximum usage	April 2015 onwards	Course of action implemented.	DBMgr

PD4	To support the Council in exploring the possibility of developing a residents card in Oxford			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To liaise with the Council to confirm the objectives and potential scope of the residents card and to agree a relevant course of action.	April 2015 onwards	Course of action agreed.	DBMgr
2	To implement agreed course of action in respect of residents card if OCC want to role out the concept.	April 2015 Onwards	Course of action implemented.	DBMgr

PD5	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 2015	Processes reviewed.	DBMgr
	To review monthly report template			

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

ME Marketing Executive

DSCDMgr 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 Divisional Business 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

RISK ANALYSIS:

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 on-going 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 on-going 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 on-going 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			
					On-going 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 our objectives, targets and planned			
					Comprehensive monitoring of financial and operational			
					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			
	Negative impact on operational and financial				Established and properly resourced Executive Management Team, Senior Management Team and Divisional teams.			
					Clear policies and procedures in respect of internal communication, knowledge management and quality management systems			

Loss of key staff	material performance, loss of divisional and corporate knowledge, damage to relationships with client partners	2	4	8	Proactive recruitment policies in order to identify and appoint relevant 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	2	3	6
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 Comprehensive recruitment and staff management procedures Comprehensive training programmes for all line managers, with published training and Staff Partnership and Consultative committee established together with regular dialogue with staff representatives Formal recognition of key unions and regular dialogue with relevant representatives	3	2	6
					Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules			

Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9	Establishment of Partnership Board to provide guidance and support in relationship	3	2	9
					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;