

ANNUAL SERVICE PLAN

CLIENT:

OXFORD CITY COUNCIL

PERIOD:

From **April 2012**

To **March 2013**

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 2012 to March 2013.

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 performance to date, a description of the planning context, details of the strategic objectives for 2012/13, 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 ongoing review and monitoring process will incorporate ongoing 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 2013/14 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 weekly 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 2012/13 pricing proposals (including general Retail Price Indexation increases across core prices and planning for 2013/14 pricing).

PARTICIPATION:

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

*** P1 To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City**

Key actions include confirmation of participation measurement mechanisms, identification of target wards, direct mail campaigning, work with relevant local stakeholder groups and development of specific programmes and activities;

*** P2 To deliver a 5% year-on-year increase in participation by users aged over 50**

Key actions include confirmation of participation measurement mechanisms, review of literature and website marketing, work closely with relevant local stakeholder groups to include Oxford City Council Sports Development and the Primary Care Trust in the further development of the healthy living initiatives;

*** P3 To deliver a 5% year-on-year increase in participation by users aged under 16**

Key actions include confirmation of participation measurement mechanisms, 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 5% year-on-year increase in participation by users from Black, Minority and Ethnic groups**

Key actions include confirmation of participation measurement mechanisms, direct mail campaigning, work with relevant local stakeholder groups, development of community ambassadors and development of specific programmes and activities;

PARTICIPATION:

*** P5 To deliver a 5% year-on-year increase in participation by disabled users**
Key actions include confirmation of participation measurement mechanisms, development of specific access surveys, work with relevant local stakeholder groups with the intention of providing an 'Access Guide', Inclusive Fitness Initiative accreditation and development of specific programmes and activities;

*** P6 To deliver a 5% year-on-year increase in participation on junior swimming**
Key actions include creation of a specific marketing plan, implementation of a revised aquatics product, development of a programme of relevant add-ons, and review of the free swimming hours;

*** P7 To deliver a 3% year-on-year increase in participation in 60+ swimming**
Key actions include creation of a specific marketing plan, 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 5% 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

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 National Benchmark Surveys;

*** CR 2 To fully embed Fusion's customer care programmes**
Key action is delivery of action plans based on a specific review of customer care programmes;

*** CR 3 To deliver a reduction of at least 5% in annual attrition levels for Slice Card memberships**
Key actions include confirmation of attrition calculations and full implementation of Fusion Customer Relations Management procedures.

HEALTH AND SAFETY:

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

*** HS1 To ensure 100% compliance with Fusion Health & Safety policies and procedures**
Key actions include continued review of compliance, regular audits and ongoing 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**

Key actions include establishment of target figures, implementation of ISO14001 policies and procedures, review and implementation of works in respect of Building Management Systems, lighting, and forward lifecycle 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;

FACILITY MANAGEMENT:

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

Key actions include review of performance of Facility Management 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, Blackbird Leys L.C, Hinksey Outdoor Pool, Oxford Ice Rink and Barton L. C.**

Key actions include: Internal Management System audit, delivery of mystery shops and implementation of relevant service improvement plans.

*** FM7 To maintain quality 'Integrated Management Systems' 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 Human Resources 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**

Key actions include full compliance with Human Resources policies and procedures, review of all job descriptions, specific promotion of Fusion as an employer of choice, introduction of staff suggestion scheme and delivery of coaching;

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

Key actions include formal analysis of current workforce, development of specific action plans and delivery of relevant training.

MARKETING:

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

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

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

*** M2 To deliver a 5% increase in Bonus Card (concessionary) membership**

Key actions include 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 deliver a 5% increase in the total membership**

Key actions include delivery of calendar of activity;

*** M4 To ensure that the products and services offered by the leisure facilities are innovative and**

Key actions include implementation of new products in respect of birthday parties, aquatics and Primetime, review of marketing at Oxford ice rink, continued updates of the website and promotion of corporate opportunities;

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

Key actions include delivery of specific action plan.

SPORTS AND COMMUNITY DEVELOPMENT:

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

*** SCD1 To develop positive and proactive partnerships with key local stakeholders**

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 positive and proactive relationships with local sports clubs**

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

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

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

*** SCD4 To revise and implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics and Paralympics**

Key actions include communication of the British Olympic Access and Free Access for National Sportspeople /Free Access for County Sportspeople schemes and continued development of Oxford-specific 2012 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 General Managers;

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

Key actions include use of Sports and Community Development notice boards and development of joint initiatives with key partners.

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 Leisure 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 and Horspath Track;

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

Key actions include delivery of agreed course of action;

*** 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.

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 and this continues into 2012/13. 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 2012 to March 2013.

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 Plan;
- * confirmation of monitoring and review systems and procedures for the Plan.

CONTENTS OF THE ANNUAL SERVICE PLAN:

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

- * an executive summary of the annual service plan;
- * a review of performance from previous year;
- * description of the context for the annual service planning process;
- * details of the strategic objectives and detailed actions plans for a series of service elements as follows:
 - financial, participation, customer 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 '11: Leisure Partnership Board initial discussion regarding primary service objectives;
- * December '11: Presentation of draft Annual Service Plan to Leisure Partnership Board;
- * April '12: Endorsement of Annual Service Plan by the Councils City Executive Board.

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

- * February 2012: communication to Fusion management team and staff;
- * April 2012: communication to City Council's City Executive Board;
- * April 2012: communication to customers and key stakeholders.

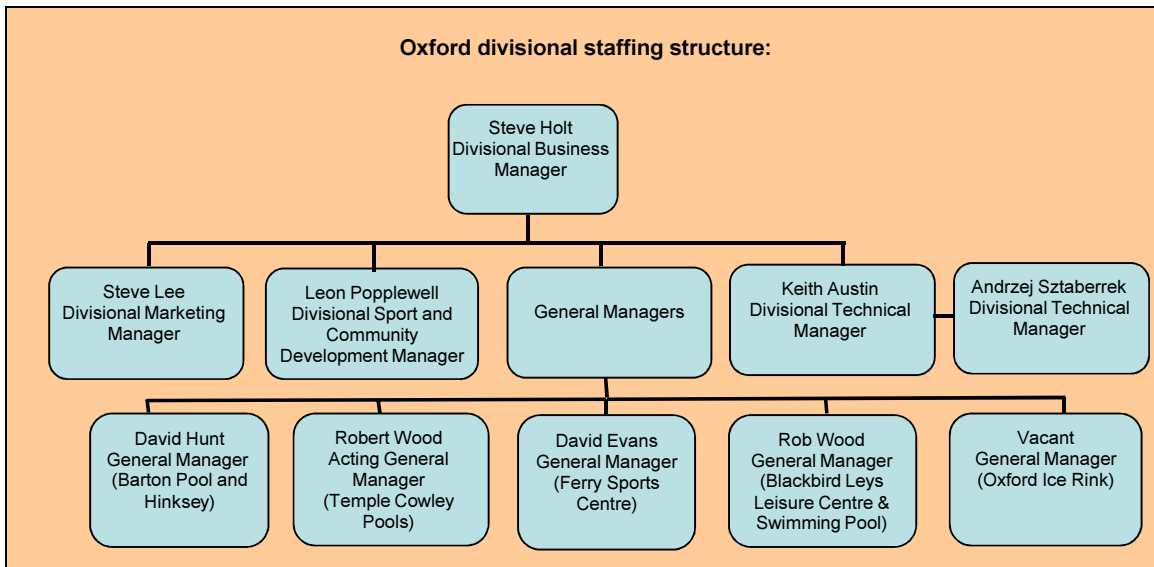
REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

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

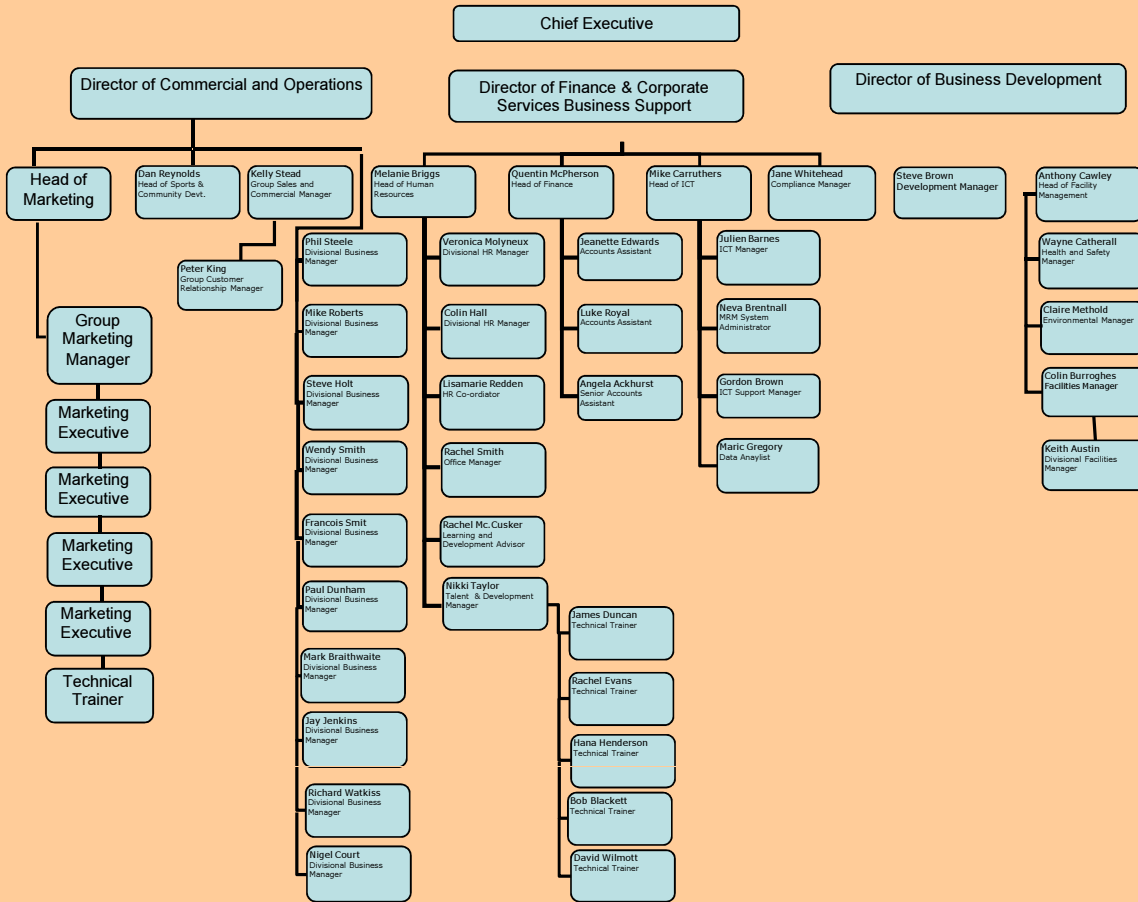
The ongoing review and monitoring process will incorporate the following elements:

- * ongoing management scrutiny at site, divisional, Senior Management Team and Executive Management Team levels;
- * monthly update reports delivered by Fusion to the Council;
- * monthly meetings between key representatives of Fusion and the Council;
- * quarterly meetings of the Leisure Partnership Board;
- * formal review of progress to date on the 2012/13 annual service plan at the December 2012 Leisure Partnership Board meeting.

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



Fusion central (Bermondsey Street) staffing structure:



PERFORMANCE REVIEW 2011/12

INTRODUCTION:

Fusion commenced the 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 the first 10 month period to January 2012. 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.

FINANCIAL:

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 24% on 2011/12

* Implemented policies of Fusion's aquatic product including new funded products with the Amateur Swimming Association (ASA).

* 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

* 2011 prices reviewed in line with Retail Price Indices and VAT increases.

* Revised pricing structures implemented for facility memberships

* Reviewed pricing structures and levels and made specific proposals for 2012/13

PARTICIPATION:

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 26%.

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

* A 49% 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 7% increase in users under the age of 16

P4. To deliver a 5 % year on year increase in participation by users from Black, Minority and Ethnic groups

* A 72% increase in Black, Minority and Ethnic users

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

* a 68% increase in usage by disabled users

P6. To deliver a 1% year on year increase in participation on the junior free swim scheme

* a 54% reduction in the Junior free swim scheme

P7. To deliver a 1% year on year increase in participation on the 60+ swimming scheme

* A 22% reduction in 60+ swim participation

P8. To improve general access to all sites

* Audit undertaken of all directional brown signage. Signage installed for Hinksey Outdoor pool

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

* A 48% increase in Women and Girls participation.

PARTICIPATION:

KEY OUTSTANDING ACTIONS:

* Review of access surveys for all sites

CUSTOMER SATISFACTION:

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 increased by 2% to 97%

CR2 To fully embed customer care programmes for cultural change

* Customer care training embedded within the staff induction programme with ongoing customer service training delivered for all staff

CR3 To deliver a reduction of at least 5% in annual attrition levels for Bonus concessionary membership

* User groups, customer forums and management forums embedded at each site

* Monitoring of membership attrition established with training complete and monitoring undertaken

* Attrition levels reduced by 2%

HEALTH AND SAFETY:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS:

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

* Institute of Occupational Safety and Health training undertaken by all General Managers and Divisional Business Manager

* Compliance scores: Barton Leisure Centre 98%, Blackbird Leys Leisure Centre 94%, Blackbird Leys Pool 92%, Ferry Leisure Centre 94%, Hinksey Outdoor Pool 95%, Temple Cowley Pools 92%.

* All Oxford sites fully compliant with Occupational Health and Safety Advisory Services audit of health and safety management.

FACILITY 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 year to date to October 2010 is 99%

* 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.

* Completed roll-out of energy smart meters at all sites.

* Identified and actioned energy efficient works through the Salix project fund to replace lighting at Ferry Leisure Centre. Replaced lighting at Blackbird Leys Leisure Centre. Installed heat saving jackets to thermal valves in Plant rooms

* Maintained ISO 14002 accreditation in Oxford.

FACILITY MANAGEMENT:

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| <p>* Reduced Gas consumption at Ferry Leisure Centre by 21%, Barton by 0.5%, Blackbird Leys Leisure Centre by 12% and Temple Cowley Pools by 21%.</p> <p>* Reduced electricity consumption at Blackbird Leys Leisure Centre by 5% and 6% at Hinksey Outdoor Pool.</p> <p><u>FM3. To reduce general refuse by 25% and to increase recycling waste by 25%</u></p> <p>* Acton plans created and implemented to reduce the general waste and increase recycling</p> <p>* Implemented ISO 14001 environmental systems within all centres</p> <p><u>FM4. To ensure that high standards of cleaning are achieved at all times</u></p> <p>* 96% of all cleaning tasks undertaken</p> <p><u>FM5. To ensure that high standards of repair and maintenance are achieved at all times.</u></p> <p>* Review of contractors performance reviewed on a quarterly basis with any remedial actions taken.</p> <p>* Year to date 96% of Planned Preventative Maintenance undertaken.</p> <p>* 2011/12 improvement maintenance undertaken, 2012/13 works identified.</p> <p>FM6. To achieve Quest accreditation and score a minimum of 70% at 5 agreed centres by September 2010</p> <p>* Quest accreditation achieved at Barton Leisure Centre, Blackbird Leys Leisure Centre and Ferry Leisure Centre at a rating of 'Good'; Hinksey Outdoor Pool satisfactory.</p> <p>* Service improvement plans drawn up and actioned</p> <p>KEY OUTSTANDING ACTIONS</p> <p>* Agreement of baseline waste measurement</p> <p>* Development of a full property database for all leisure facilities</p> |
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STAFFING:

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| <p>Delivery of Annual Service Plan actions/targets:</p> <p>KEY ACHIEVEMENTS:</p> <p><u>S1. To ensure that the Right People are in the Right Place at the Right Time</u></p> <p>* Embedded and reviewed Fusion staff structure to ensure Right People Right Place Right Time introducing Fusion's divisional and site staff structures. Added new Facilities Maintenance Supervisor.</p> <p>* Appraisals undertaken for staff within Oxford</p> <p>* Completion of all staff's full Training Needs Analysis</p> <p><u>S2. To demonstrate a 1% year-on-year improvement in staff satisfaction across each equality strand and overall</u></p> <p>* Full compliance with Fusion's HR policies and procedures</p> <p>* 71% of respondents stated they were satisfied with Fusion as their employer and would be continuing to work with Fusion for the foreseeable future. A 0.2% increase on previous year.</p> <p><u>S3. To ensure that Fusion workforce in Oxford is as representative as possible of the local community</u></p> <p>* Training delivered on equity and diversity</p> <p>* Staff equity and diversity plan created.</p> <p>KEY OUTSTANDING ACTIONS:</p> <p>* Introduction of a formal staff suggestion scheme</p> <p>* Formal updated analysis of Oxford's workforce against the local community to monitor representation</p> |
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MARKETING:

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| <p style="text-align: center;">Delivery of Annual Service Plan actions/targets:</p> <p style="text-align: center;">KEY ACHIEVEMENTS:</p> <p><u>M1. To deliver a proactive approach to Public Relations, such as facility and service successes are communicated and celebrated</u></p> <ul style="list-style-type: none">* Established clear PR, branding & communications working guidelines with Oxford City Council* KPIs improved to include website hits and media press coverage. Website hits year-to-date, circa 209,000<ul style="list-style-type: none">* Indicative programme of PR communications across Oxford complete <p><u>M2. To deliver a 5% increase in Bonus Slice card (concessionary) membership</u></p> <ul style="list-style-type: none">* 0.5% year-on-year increase in Bonus Slice members* List of targeted deprived wards and streets reviewed and agreed* Specific marketing plan aimed at deprived areas established with actions undertaken* Discount learn to swim schemes undertaken targeted at those in deprived wards. <p><u>M3. To deliver a 10% increase in Slice Card Membership</u></p> <ul style="list-style-type: none">* 14% increase in centre memberships <p><u>M4. To ensure that the products and services offered by the leisure services are innovative and attractive</u></p> <ul style="list-style-type: none">* Successfully relaunched refurbished/new facilities at Barton Leisure Centre, Ferry Leisure Centre and Blackbird Leys Leisure Centre.<ul style="list-style-type: none">* Revised Fusion's new Children's Party product resulting in significant increase in parties<ul style="list-style-type: none">* Developed specific marketing plans for all centres* Circa 7,200 Rewards Card holders for 'pay as you play' users <p><u>M5. To establish and maintain the highest standards of facility presentation</u></p> <ul style="list-style-type: none">* Established an action plan against Fusion's 'Customer Journey' concept. <p style="text-align: center;">KEY OUTSTANDING ACTIONS:</p> <ul style="list-style-type: none">* Full implementation of 'Customer Journey' action plan |
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SPORTS AND COMMUNITY DEVELOPMENT:

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| <p style="text-align: center;">Delivery of Annual Service Plan actions/targets:</p> <p style="text-align: center;">KEY ACHIEVEMENTS:</p> <p><u>SD1 To develop positive and proactive partnerships with key local stakeholders</u></p> <ul style="list-style-type: none">* Register of Key stakeholders established with initiatives established with Badminton England, England Squash, Amateur Swimming Association, Barton Obesity Project and Oxford Sports Partnership 'Go-Active'<ul style="list-style-type: none">* Initiatives established with Badminton England, England Squash, Amateur Swimming Association, Barton Obesity Project and Oxford Sports Partnership 'Go-Active'* Introduced Amateur Swimming Association's National Plan for teaching Swimming* Meetings established with Oxford City Council development Officers with compatible objectives and action plan produced.<ul style="list-style-type: none">* Representation made at all Community Sport Network meetings <p><u>SD2. To develop positive and proactive relationships with local sports clubs</u></p> <ul style="list-style-type: none">* Register of all Sports Clubs and groups using the leisure facilities undertaken. <p><u>SD3. To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</u></p> <ul style="list-style-type: none">* Swimming Pool timetables reviewed at Barton Leisure Centre, Ferry Leisure Centre, Blackbird Leys Pool, Hinksey pool and Temple Cowley Pool* Reviewed sports hall programmes at Ferry Leisure Centre and Blackbird Leys Leisure Centre. |
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* Studio activities reviewed with changes to programme implemented

SPORTS AND COMMUNITY DEVELOPMENT:

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| <p>* Ice Rink programme reviewed and action plan produced</p> <p><u>SD4. To create and start to implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics and Paralympics</u></p> <p>* Action plan created</p> <p>* Reviewed Free Access for National Sports persons, British Olympic Association & Free Access for County Sports persons as part of the Olympic 2012 initiative</p> <p><u>SD5. To proactively explore opportunities for external funding</u></p> <p>* 37K Funding achieved with the Go-Active scheme for project aimed at increasing women participation</p> <p>* 40K Funding achieved through Future Jobs fund for Leisure Apprentices</p> <p>2k Funding achieved through Amateur Swimming Association for free swimming lessons for BME and 50 plus swimming lessons</p> <p>* 3k funding achieved through Sport England for Sports Unlimited project and 2k for free swimming lessons</p> <p>* 3k funding received from national lottery for over 50s activity scheme "Fit as a Fiddle".</p> <p><u>SD6. To positively promote the benefits of healthy living and active lifestyles</u></p> <p>* Key partners identified to assist in providing the support of health living. These include; PCT, Barton Community/obesity project, Badminton England, England Squash.</p> <p>KEY OUTSTANDING ACTIONS:</p> <p>* Calendar of key meeting dates with leisure centre clubs to be established and implemented</p> |
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FACILITY DEVELOPMENTS:

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| <p>Delivery of Annual Service Plan actions/targets:</p> <p>KEY ACHIEVEMENTS:</p> <p><u>FD1. To successfully deliver the facility redevelopment scheme at Barton Pool- on time and on budget</u></p> <p>* Completed refurbishments at Barton Leisure Centre on budget and on time</p> <p>* Launch plan drawn up and successfully delivered</p> <p><u>FD2. To successfully deliver the facility redevelopment scheme at Ferry Sports Centre - on time and on budget</u></p> <p>* Completed refurbishments at Ferry Leisure Centre on time on budget</p> <p>* Launch plan drawn up and successfully delivered</p> <p><u>FD3. To successfully deliver the facility redevelopment scheme at Blackbird Leys Leisure Centre - on time and on budget</u></p> <p>* Completed refurbishments at Blackbird Leys Leisure Centre on time on budget</p> <p>* Launch plan drawn up and successfully delivered</p> <p><u>FD4. To develop a programme of other facility development proposals in the leisure facilities</u></p> <p>* Agreements made for the further development of the Oxford Ice Rink and Ferry Leisure Centre</p> <p>KEY OUTSTANDING ACTIONS:</p> <p>* Agreement of final development plans for Ferry Leisure Centre and the Oxford Ice Rink</p> |
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PARTNERSHIP DEVELOPMENT:

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 Park
 - * Interest vested in the possible management of Horspath 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 during the development stage of the Leisure Centre Reward card.

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

- * Process reviewed to ensure good working relationships are maintained

SERVICE PLANNING CONTEXT

INTRODUCTION:

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

- * the objectives as set out by the Leisure Partnership Board;
- * Fusion's corporate objectives as reflected in the company's 1 and 3-year Business Plans
- * the analysis of contract performance to date;
- * the commitments and intentions set out in Fusion's Best And Final Offer tender submission;
- * the findings of the Sport England National Benchmarking Surveys undertaken in respect of 5 of the
- * the analysis of the markets affecting the leisure facilities, including industry developments, national trends, regional and local market factors.

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

PARTNERSHIP BOARD OBJECTIVES:

The over-riding objective of the Leisure 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 2012/13 are as follows:

- * continued engagement with reducing Carbon Emissions - delivery of 5% year-on-year reduction in emissions in 2010 (PB 1);
- * continued engagement with and participation by the Council's target groups, as follows: 5% increase in participation by users resident in the most deprived wards in Oxford, 5% increase in participation by new users, 5% increase in participation by users who are members of Black, Minority and Ethnic groups, 5% increase in participation by users with disabilities, 5% increase in participation in the junior free swim scheme. (PB 2)
- * 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 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 2011-2015 and those objectives with specific relevance to the leisure facilities are as summarised below:

- * **A vibrant sustainable economy:** "...Over the next 4 years, the city council will invest around £68m into the local economy - building new houses and improving the city's leisure offer.... *we will increase the number of apprenticeships, training places and jobs created by through Council investment projects from 47 in 2011 to 900 in 2014. Increase the percentage of top 20 employers in the city who agree that the City Council is business friendly. Increase City Council spend with local business from 40% in 2011 to 42% by 2014/15. Attract 500,00 visitors annually....*" (OCC 1);
- * **Meeting Housing Needs:** to meet the varied needs of Oxford's increasing population by providing enhanced quality leisure facilities (OCC 2);

OXFORD CITY COUNCIL CORPORATE OBJECTIVES:

* **Strong and Active Communities:** "...Improve satisfaction with our neighbourhoods from 90% in 2011/12 to 92% in 2014/15; Increase the percentage of Oxfords population volunteering from 27% in 2011/12 to 30% in 2014/15.; Increase the percentage of adults taking part in sport as measured by Sport England's Active People Survey from 28.6% in 2011/12 to 32.6% in 2014/15; increase the number of young people attending our Holiday Activity programmes from 1,000 in 2011/12 to more than 1,000 in 2014/15...." (OCC 3);

* **Cleaner Greener Oxford:** The City Council's objective is to maintain and develop a cleaner 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, measured against the milestones agreed by the Low Carbon Oxford Partnership; increase satisfaction with our street cleaning from 70% in 2011/12 to 75% in 2014/15..." (OCC 4);

* **An efficient and effective Council:** Oxford City Council aspires to be an efficient and effective council by being flexible fit for purpose organisation delivering high quality services and excellent value for money."... we will increase satisfaction with customer contact by those that have used council services from 65% in 2011/12 to 72% in 2014/15; reduce the cost of delivering Council services per resident from £172 in 2011/12 to £162 in 2014/15; Deliver efficiency Savings of £6m in 2011/12 and over £9m by 2014/15; Achieve IIP in 2011/12 and achieve silver level IIP in 2014/15 ..." (OCC 5).

Further, the Council has drawn up a specific Sports Strategy which seeks to achieve the

* 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 and agendas;

* 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 them accordingly;

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

- * to deliver key projects (e.g. competition pool, Barton pavilion, five-a-side facility);
- * to improve governance (e.g. chair Community Sports Network, attendance at relevant stakeholder
- * 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.

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. Good increase in centre memberships.
- * good customer satisfaction performance - good response to Please Tell Us What You Think comment slips, significant improvement in Staffing, variety of activities, condition of buildings and website
- * good health and safety performance - good performance in respect of accidents per 10,000 visits, continued improvements in internal and external Health & Safety audits;
- * good Facility Management performance - improved compliance of Base Camp, cleaning undertaken and PPM systems, continued scope for improvements in 2012/13;
- * mixed staffing performance - Average staff satisfaction results with reduced numbers of surveys complete; improved staff diversity and equity in relation to local population mix. Established new support management structures;
- * good marketing performance - Good communication links with Council and local media; Established improved communications with customers through the "Rewards Card".
- * improved sports and community development performance - dedicated Sports and Community Development resource, links established with key stakeholders and local groups, good participation with Community Sports Network and National governing bodies;
- * good facility development performance - development schemes well received resulting in improved participation; year 2 programme of substantive works well underway with year 3 works confirmed.
- * good partnership development performance - meeting, reporting and communication systems established, Leisure Partnership Board meeting held quarterly, annual service planning process embedded.

AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

Key commitments agreed within the business planning process are:

- * to maintain overall satisfaction above 95%
- * to increase participation in adult sport by 2%
- * to increase total usage of the Council's leisure facilities by 5%
- * to increase Bonus concessionary card membership by 5%
- * to increase the total number of members by 10%
- * 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'.

SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the first part of 2011, Sport England National Benchmarking Surveys were undertaken at Barton Pool, Blackbird Leys Leisure Centre, Ferry Sports Centre, Oxford Ice Rink and Hinksey Pool. The Survey processes involved an analysis of financial and usage statistics for the facilities (in year 2010/11) and sample surveys of customer satisfaction undertaken in the summer 2011. 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.
- * "Mixed" access performance at Ferry Leisure Centre and Hinksey Pool Oxford Ice Rink and Blackbird Leys Leisure Centre. With the exception of the Ice Rink there is a relative lower attendance of 11 - 19 year olds.

SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

* Areas of good satisfaction across all sites for; helpfulness of staff, standards of coaching, general cleanliness and activity range. Areas of poor satisfaction include quality and value for money of food and drink.

* "Above industry average" customer satisfaction performance at Barton Pool, Blackbird Leys Leisure Centre, Oxford Ice Rink, Hinksey Pool and Ferry Leisure Centre.

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:

- * participation levels (40%) are generally lower than that of the wider population (46%)
- * the gap between participation by men and women is greater amongst certain BME groups (e.g. "Black
- * 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 above National Benchmark Service benchmark average, though there is less

Oxford-specific Context:

General Population Projections:

- * circa 18,000 (i.e. 13.2%) increase in population in Oxford City projected between 2001 and 2016;
- * wards with particularly high projected 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

Active People Surveys:

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

- * participation KPI @ 27.6% (ranked 2nd in Oxon);
- * volunteering KPI increased to 5.8% (ranked 2th in Oxon);
- * club membership KPI increased to 27.2% (ranked 2th in Oxon);
- * tuition KPI increased to 20.9% (ranked 1st in Oxon);
- * competition KPI increased to 16.5% (ranked 1st 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 Temple Cowley Pools, Blackbird Leys Leisure Centre and Blackbird Leys Pool) and Carfax (served to some extent by Ferry Sports Centre).

MARKET ANALYSIS:

Oxford-specific Context:

Users over 50:

- * recognised that this is a significant potential market, with up to 120,000 potential users aged over 50 in the wider catchment for the leisure facilities;
- * current penetration/participation rates have improved (based on National Benchmark Service reports)

Users under 16:

- * current penetration/participation rates are relatively low particularly the 11 - 19 year olds (based on National Benchmark Service reports and U16 free swimmers);

Users from BME groups:

- * relatively large BME population (16.6%) in facility catchment areas, particularly amongst under 16s
- * 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:

[Empty box for Strengths]

- * variety and geographical spread of facilities within portfolio;
- * improved facilities through developments and substantial maintenance programme
- * implementation of revised Internal Management System, including financial management systems;
- * delivery of consistent increases in Slice card direct debit memberships;
- * higher than industry average performance in respect of customer satisfaction (cf. National Benchmark Service surveys);
- * maintained improvements in cleaning standards;
- * development of meeting, reporting and monitoring regimes with the Council;
- * improved marketing and good working relationship with the Council communications team, refreshed branding and joint style guide for leisure facilities;
- * staffing establishment ensuring right people right place right time
- * strong financial performance, particularly subsidy per user
- * improved customer satisfaction results; particularly staff, website and bookings.

Opportunities:

- * delivery of major wet/dry facility at Blackbird Leys;
- * continued delivery of cultural change within management and staffing teams;
- * implementation of CRM policies and procedures; mystery visits etc.
- * positive impact of delivery of lifecycle/substantive works;
- * positive impact of ISO14001 & ISO9002 accreditation process;
- * positive impact of Quest accreditation;
- * positive impact of phase 2 facility developments at Oxford Ice Rink, Ferry, Barton and Blackbird Leys Leisure Centres;
- * continued partnership working between Fusion and the Council;

Weaknesses:

- * age and condition of some facilities (Temple Cowley Pool, Blackbird Leys Pool);
- * potential over-supply of pool water;
- * high and variable staff costs (as a percentage of income);
- * poor customer perception of the quality and value for money for food and drink

Threats:

- * response of competition to major facility developments;
- * challenge of delivering significant increases in income and participation;
- * change management issues;
- * increased car park charges at Ferry Leisure Centre and Oxford Ice Rink
- * the emergence of the budget gym market in Oxford

Supporting Documentation:

Leisure Net Solutions "street Focus" non-user research
 Index of Multiple Deprivation Map (Department of Communities and Local Government, 2007)
 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 Regeneration Profile 2009 (Oxford City Council)
 Target Market Report - Disabled Users (Hatrick Marketing, November 2009)

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 at Ferry and Temple Cowley Pools and to create a relevant remedial action plan. | April - May 2012 | 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 2012 onwards | Action plan implemented. | DBMgr (with GMs) |
| 3 | To review the policies and procedures of Fusion's aquatic product and make changes where necessary. | April - June 2012 | Policies and procedures implemented. | DSCDMgr/DMMgr (with GMs) |
| 4 | To undertake weekly trading reviews with centre managers. Meetings to incorporate review of previous week's income, Slice card sales and cancellations. | ongoing | Weekly trading meetings instigated at each site. | DBMgr (with GMs) |
| 5 | To prepare draft business plan projections for 2013/14 | September - December 2012 | Business plan projections prepared. | DBMgr (with team) |
| 6 | To finalise detailed business plan projections for 2013/14 | December 2012 | Business plan projections finalised. | DBMgr (with team) |
| 7 | To communicate detailed business plan targets and budgets to all key managers and staff. | January 2013 | Business Plan targets and budgets communicated to all | DBMgr (with team) |

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| 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 2012 | 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 2013/14 annual service plan. | September - December 2012 | Pricing structures and levels formally reviewed and proposals developed for 2013/4 | DBMgr |
| | To specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates | | | |
| 3 | To agree pricing proposals for 2013/14 | December 2012 | Pricing proposals agreed. | DBMgr |
| 4 | To agree process of consultation and communication in respect of 2013/14 pricing | December 2012 - January 2013 | Process agreed. | DBMgr |
| 5 | To implement agreed process of consultation and communication in respect of 2013/14 pricing | January - March 2013 | Process implemented. | DBMgr (with GMs) |

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager
ME Marketing Executive

PARTICIPATION

| P1 To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City | | | | |
|---|---|----------------|--|----------------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To review target wards within the City and identify target streets and estates within those target wards that require inclusion/omission | April 2012 | Target wards and streets/estates reviewed and mapped | DSCDMgr |
| 2 | To undertake member and user analysis to identify participation and penetration rates | April 2012 | Participation and penetration rates established | DSCDMgr (with GMs) |
| 3 | To establish all relevant participation targets for 2012/13 | April 2012 | Participation targets established | DBMgr (with DSCDMgr) |
| 4 | To review programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case | April 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| | | Aug 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| | | Dec 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| 5 | To implement targeted direct mail campaign, promoting existing benefits of the bonus card and specific activities | May 2012 | Direct mail implemented | DMMgr |
| 6 | To review previously identified key community groups within each of the target wards | April 2012 | List of up-to-date community groups created | DSCDMgr (with GMs) |
| 7 | To maintain links with appropriate community groups within each of the target wards | Ongoing | At least two communications made over the year | DSCDMgr (with GMs) |
| 8 | To deliver discounted holiday swimming crash courses targeted at those living in deprived wards. | Ongoing | Courses promoted and delivered. | DSCDMgr (with DMMgr & GMs) |
| 9 | To implement targeted flyer/voucher campaign (e.g. at relevant takeaway outlets), promoting existing benefits of bonus Slice card and specific activities | September 2012 | Flyer/voucher campaign implemented | DMMgr |

| P2 To deliver a 5% 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 2012/13 | April 2012 | 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 | DMMgr |
| 3 | To ensure that information for 50+ target group is reviewed and readily accessible on the website | On-going | Information ever present and up to date online | DMMgr |
| 4 | To review and update partners who support the development of activities and increase in participation by people aged over 50. likely to include Older Peoples Network, Age Concern, Neighbourhood Care, Civic centres, surgeries, Veterans Sports Clubs | April - June 2012 | Up-to-date partners identified and reviewed. | DMMgr (with DBMgr & GMs) |
| 5 | To review Primetime programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case | April 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| | | Aug 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| | | Dec 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| 6 | To review existing GP referral schemes and revise action plan to increase scope and take-up. | April - June 2012 | Review undertaken and action plan revised | DSCDMgr (with GMs) |
| 7 | To implement the revised action plan re increasing take-up of GP referral schemes. | July - December 2012 | Action plan implemented. | DSCDMgr (with GMs) |
| 8 | To undertake member and user analysis to identify participation and penetration rates | April 2012 | Participation and penetration rates established | DSCDMgr (with GMs) |

| P3 To deliver a 5% year-on-year increase in participation by users aged under 16 | | | | |
|---|---|----------------------|---|----------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To establish all relevant participation targets for 2012/13 | April 2012 | Participation targets established | DBMgr (with DSCDMgr) |
| 2 | Revise Junior Aquatics Action Plan programme, development of other aquatic activities such as, mini polo, and competition swimming | April 2012 | Revised Plan Produced | DSCDMgr |
| 3 | Implement the Aquatics action plan | April 2012 onwards | Plan implemented. | DSCDMgr (with GMs) |
| 4 | To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16. | April - June 2012 | 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. To include consideration of support for Oxford Youth Games and Oxford Sports Awards, Children and Young Person Agencies | July - December 2012 | At least 1 new initiatives/activities identified and implemented. | DSCDMgr |

| P3 To deliver a 5% year-on-year increase in participation by users aged under 16 | | | | |
|---|--|---------------------------|--|----------------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 6 | To review all junior development activities and create an action plan for improvement and change. | April 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| | Review to incorporate consideration of sports coaching offers, junior gym provision etc. | Aug 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| | | Dec 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| 7 | To undertake member and user analysis to identify participation and penetration rates | April 2012 | Participation and penetration rates established | DSCDMgr (with GMs) |
| 9 | To develop and implement at least 2 new initiatives/activities aimed at the 11-16 year old age group | April 2012 - Oct 2012 | Programme undertaken. | DSCDMgr (with DMMgr & GMs) |
| 10 | To review school use of all facilities and identify action plan for increasing scope and take-up. | June -August 2012 | Review undertaken and action plan created. | DSCDMgr (with GMs) |
| 11 | To implement the relevant action plan re increasing school use. | September 2012 onwards | Action plan implemented. | DSCDMgr (with GMs) |
| 12 | To draw up a programme of activity linked with relevant local schools and colleges so as to encourage improvement in educational attainment. Opportunity for programme development to include: management of schools swimming programmes; schools fit club involving taster sessions; educational visits to Oxford Ice Rink/hinksey pool with free sessions; development of 'Sports Inspired' and 'National School's Sports Week'; adoption of 'work experience programmes with schools and colleges; undertaking of cycling proficiency; provision of schools/open junior olympics gala (in partnership with COSC) | July - September 2012 | Programme created. | DSCDMgr (with DMMgr & GMs) |
| 13 | To undertake agreed programme of school outreach activity. | October 2012 - March 2013 | Programme undertaken. | DSCDMgr (with DMMgr & GMs) |

| P4 To deliver a 5% year-on-year increase in participation by users from BME groups | | | | |
|---|---|---------------------------|---|----------------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To undertake member and user analysis to identify participation and penetration rates | April 2012 | Participation and penetration rates established | DSCDMgr (with GMs) |
| 2 | To establish all relevant participation targets for 2012/13 | April 2012 | Participation targets established | DBMgr (with DSCDMgr) |
| 3 | To review stakeholder partners who can support the development of activities and increase in participation by people from BME groups. | April - June 2012 | Stakeholder Partners reviewed | DSCDMgr (with GMs) |
| 4 | To develop and implement a specific joint initiative re increasing BME use with at least one identified stakeholder. | July- December 2012 | Joint initiatives identified.and implemented | DSCDMgr |
| 5 | To maintain association with "community ambassadors" with whom to work to promote accessibility to the leisure facilities for BME groups. | Ongoing | Ambassadors identified. | DSCDMgr (with GMs) |
| 6 | To review and implement a revised programme of work with the community ambassadors. | October 2012 - March 2013 | Programme reviewed and implemented. | DSCDMgr (with GMs) |
| 7 | To undertake direct mail campaign to relevant wards and streets, promoting relevant activities at the leisure facilities. | October - December 2012 | Campaign undertaken. | DMMgr (with DSCDMgr & GMs) |

| P5 To deliver a 5% year-on-year increase in participation by disabled users | | | | |
|--|---|---------------------|---|----------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To undertake member and user analysis to identify participation and penetration rates | April 2012 | Participation and penetration rates established | DSCDMgr (with GMs) |
| 2 | To establish all relevant participation targets for 2012/13 | April 2012 | Participation targets established | DBMgr (with DSCDMgr) |
| 3 | To review stakeholder partners who can support the development of activities and increase in participation by disabled people. | April - June 2012 | Stakeholder partners reviewed. | DSCDMgr (with GMs) |
| 4 | To develop and implement a specific joint initiative to increase disabled usage with at least one identified stakeholder. To include consideration of International Disabled People's Day and Oxfordshire Disabled School Sports | July 2012- December | Joint initiatives identified and initiated. | DSCDMgr |
| 5 | To implement agreed plan for IFI accreditation plan for Barton Leisure Centre and Ferry Leisure Centre | April 2012 | Plan implemented. | DSCDMgr (with GMs) |
| 6 | To achieve IFI status at Barton Leisure Centre and Ferry Leisure Centre | July 2012 | IFI accreditation achieved | DSCDMgr (with GMs) |

| P6 To deliver a 5% year-on-year increase in participation on junior swimming | | | | |
|---|--|-------------------------|--|----------------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To refresh the specific marketing plan in respect of the junior free swimming scheme. | April - June 2012 | Marketing plan created. | DMMgr (with DSCDMgr & GMs) |
| 2 | To implement the agreed marketing plan for promotion of junior free swimming scheme. | July 2012 - March 2013 | Marketing plan implemented. | DMMgr (with DSCDMgr & GMs) |
| 3 | To review the allocated hours for free swimming | April 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| | | Aug 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| | | Dec 2012 | Review undertaken and revised programme produced | DSCDMgr (with DMMgr & GMs) |
| 4 | To develop and implement a programme of promotion of appropriate add-on / sell-on activities for free swimming participants. | April - June 2012 | Policies and procedures implemented. | DMMgr (with GMs) |
| 5 | To implement the policies and procedures of Fusion's aquatic product (including the promotion and management of free swimming initiative). | April 2012 - March 2013 | Programme developed and implemented | DMMgr (with GMs) |
| | Programme to incorporate access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation etc. Implementation of initiatives and plans through joint working with ASA. | | | |

| P7 To deliver a 3% year-on-year increase in participation in 60+ swimming | | | | |
|--|---|-------------------------|--------------------------------------|----------------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To create a specific marketing plan in respect of swimmers aged 60+ | April - June 2012 | Marketing plan created. | DMMgr (with DSCDMgr & GMs) |
| 2 | To implement the agreed marketing plan for promoting 60+ swimming | July 2012- March 2013 | Marketing plan implemented. | DMMgr (with DSCDMgr & GMs) |
| 3 | To implement the policies and procedures of Fusion's aquatic product | April 2012 | Policies and procedures implemented. | DMMgr (with GMs) |
| 4 | To develop and implement a programme of promotion of appropriate add-on / sell-on activities O'60 swimming participants. | April 2012 - March 2013 | Programme developed and implemented | DMMgr (with GMs) |
| | Programme to incorporate free swimming loyalty card, access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation etc. Initiatives to include liaison and joint working with ASA. | | | |

| P8 To improve general access to all sites | | | | |
|--|--|---------------------|--------------------------|---------------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To complete the agreed action plans following access/customer journey surveys undertaken in 2011 To incorporate car parking arrangements, directional signage, entrance signage, designated adult and child spaces, car parking signage and charging, bicycle racks etc | April - June 2012 | Plan complete | DSCDMgr & DMMgr(with GMs) |
| 2 | To review audit of external road signage in light of Quest visits & Mystery Visits (brown sign) | April 2012 | Audit review undertaken | DMMgr |
| 3 | To draw up a revised plan for new external signage | May 2012 | Revised Plan created | DMMgr |
| 4 | To implement revised plan for provision of external road signage | June 2012 -Dec 2012 | Revised Plan implemented | DMMgr |

| P9 | | | | |
|---|---|-------------------------|---|------------------------|
| To deliver a 5% year-on-year increase in participation in Women and Girls Activities | | | | |
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To undertake member and user analysis to identify participation and penetration rates | April 2012 | Participation and penetration rates established | DSCDMgr (with GMs) |
| 2 | To establish all relevant participation targets for 2012/13 | April 2012 | Participation targets established | DBMgr (with DSCDMgr) |
| 3 | To develop and implement at least 6 outreach activities for women and girls that sign posts future participation to leisure centre facilities | April 2012 - March 2013 | 6 outreach activities established | DSCDMgr (with Dev ofr) |
| 4 | To review stakeholder partners who can support the development of activities and increase in participation in women and girls activities. | April - June 2012 | Stakeholder Partners reviewed | DSCDMgr (with GMs) |

CUSTOMER RELATIONS

| CR 1 To maintain customer satisfaction levels at leisure facilities above 95% | | | | |
|--|--|--------------------------|---|------------------|
| 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 2012 and ongoing. | Policies and procedures implemented. | DBMgr (with GMs) |
| 2 | To ensure that all facilities maintain a "Customer Care" notice board. Notice board to present information including customer care policies, Please Tell Us What You Think statistics, detailed "you said, we did" feedback, details of customer forums and management surgeries, customer rules and etiquette. | April 2012 | Notice boards provided and maintained with relevant information displayed. | DBMgr (with GMs) |
| 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 2012 | User Group composition and roles reaffirmed and calendar of meetings established. | DBMgr (with GMs) |
| 4 | To maintain relevant mechanisms for providing customer information re pool water temperatures. | April 2012 & ongoing | Mechanisms implemented. | DBMgr (with GMs) |
| 5 | To hold at least 2 open customer forums at each leisure facility. | April 2012 - March 2013 | Customer forums held. | DBMgr (with GMs) |
| 6 | To hold monthly management surgeries at each leisure facility. | April 2012 to March 2013 | Management surgeries held. | DBMgr (with GMs) |

| CR 2 To fully embed 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. | April 2012 & ongoing | Policies and procedures implemented | DBMgr (with GMs) |
| 2 | To ensure all staff receive customer care training within their induction programme. | April 2012 & Ongoing | Action plan implemented. | DBMgr (with GMs) |

| CR 3 To deliver a reduction of at least 5% in annual attrition levels for Slice Card memberships | | | | |
|---|---|------------------------|--------------------------------------|-------------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To maintain mechanisms for measuring baseline membership numbers and attrition levels. | April 2012 & Ongoing | Mechanisms are maintained | DBMgr (with GMs) |
| 2 | To deliver training to ensure that all relevant managers and staff understand these mechanisms. | April 2012 | Training delivered. | DBMgr (with GMs) |
| 3 | To implement Fusion's Customer Relations Management policies and procedures. | April 2012 onwards | Policies and procedures implemented. | DBMgr, DMMGR (with GMs) |
| 4 | To develop a calendar of retention activity for Slice Card members. | April - May 2012 | Calendar developed. | DBMgr, DMMGR (with GMs) |
| 5 | To implement agreed calendar of retention activity. | June 2012 - March 2013 | Calendar implemented. | DBMgr (with GMs) |

Abbreviations:

DBMgr Divisional Business Manager
GM General 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 of compliance with all elements of Fusion's health and safety policies and procedures and to establish a relevant remedial action plan. Audit to specifically incorporate review of compliance with procedures regarding risk assessment review, control of subcontractors, control of access to storage areas. | May 2012 | Audit undertaken and action plan established. | DBMgr, DBM (with GMs) |
| 2 | To implement the action plan for Health and Safety compliance. | June - July 2012 | Action plan implemented. | DFMgr. (with GMs) |
| 3 | To ensure relevant attendance at a quarterly Health and Safety Working Party. | April - June 2011 | Working Party attended. | DBMgr (with GMs) |
| 4 | To maintain a health and safety notice board at all leisure facilities. Notice boards to provide information for accident statistics, safety tips etc. | April 2012 & onwards | 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. | monthly | Reviews undertaken and action plan established. | DBMgr (with GMs) |
| 6 | To implement the 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 Health and Safety Manager or Facilities Maintenance Manager. | Nov 2012 | Audit undertaken | DBMgr, DFMgr (with GMs) |
| 8 | To draw up and implement relevant action plan in response to formal Health and Safety audit. | Nov - December 2012 | Action plan implemented. | DBMgr (with GMs) |
| 9 | To ensure relevant attendance at quarterly Health and Safety Working Party. | July - September 2011 | Working Party attended. | DBMgr, DFMgr (with GMs) |
| 10 | To facilitate formal external (Occupational Health and Safety Advisory Services) audit of health and safety management policies and procedures. | April 2012 - March 2013 | Occupational Health and Safety Advisory Services audit undertaken. | DBMgr (with GMs) |
| 11 | To draw up and implement relevant action plan in response to Occupational Health and Safety Advisory Services audit. | April 2012 - March 2014 | Action plan implemented. | DBMgr (with GMs) |
| 12 | To ensure relevant attendance at quarterly Health and Safety Working Party. | October - December 2011 | Working Party attended. | DBMgr (with GMs) |
| 13 | To undertake formal training with relevant managers in Health and Safety | As required | Training undertaken | DBMgr (with GMs) |

Abbreviations:

DBMgr Divisional Business Manager

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. | April 2012 and ongoing. | 100% of scheduled Base Camp inspections undertaken. | GMs |
| 2 | To review nature of Base Camp failures in Q4 2011/12 and create relevant remedial action plan. | April 2012 | Review undertaken and action plan created. | DBMgr (with GMs) |
| 3 | To implement relevant remedial action plan for Base Camp failures. | April - June 2012 | Action plan implemented. | DBMgr (with GMs) |
| 4 | To instigate weekly Facility Management communication with each of the sites Communication to incorporate review of Base Camp scores and failures, rectifications and response times. | April 2012 | Communications instigated at each site. | DBMgr (with GMs) |
| 5 | To work with key client representatives to review and agree any relevant revisions to the Tables of Standards for each facility (in light of Base Camp implementation). | June 2012 | Revised Tables of Standards agreed. | DBMgr (with GMs) |
| 6 | To review nature of Base Camp failures in Q1 2012/13 and create relevant remedial action plan. | July 2012 | Review undertaken and action plan created. | DBMgr (with GMs) |
| 7 | To implement relevant remedial action plan re Base Camp failures. | July - September 2012 | Action plan implemented. | DBMgr (with GMs) |
| 9 | Create relevant action plan to implement Base Camp improvements. (Base Camp 2) | September 2012 | Plan created | DBMgr (with DFMgr) |
| 10 | To implement relevant action plan re extended use of Base Camp. (Base Camp 2) | October 2011 - March 2012 | Action plan implemented. | DBMgr, DFMgr (with GMs) |
| 11 | To review nature of Base Camp failures in Q2 2011/12 and create relevant remedial action plan. | October 2011 | Review undertaken and action plan created. | DBMgr (with GMs) |
| 12 | To implement relevant remedial action plan re Base Camp failures. | October - December 2012 | Action plan implemented. | DBMgr (with GMs) |
| 13 | To work with key client representatives to review and agree any relevant revisions to the Tables of Standards for Oxford Ice Rink (in light of planned facility developments). | Upon completion of developments | Revised Tables of Standards agreed. | DBMgr (with GMs) |
| 14 | To review nature of Base Camp failures in Q3 2011/12 and create relevant remedial action plan. | January 2013 | Review undertaken and action plan created. | DBMgr (with GMs) |
| 15 | To implement relevant remedial action plan re Base Camp failures. | January - March 2013 | Action plan implemented. | 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. | | | |
|------------|---|-------------------------|---|-----------------------|
| Action Ref | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To provide update training to General Manager's and relevant staff regarding ongoing measurement and monitoring of environmental inputs and outputs | April - May 2012 | Training provided. | DFMgr (with GMs) |
| 2 | To implement and maintain all ISO14001 environmental management systems and procedures in Oxford. | April 2012 and ongoing | Systems and procedures implemented. | DFMgr (with GMs) |
| 3 | To review and maintain a formal energy action plan in respect of each of the leisure facilities. To specifically reflect the Council's "Getting our House in Order" carbon management programme and to incorporate renewal of Display Energy Certificates, utilities monitoring, 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. | May 2012 | Plan reviewed. | DFMgr (with GMs) |
| 4 | To implement formal energy action plans. | July 2012 March 2013 | Plan implemented. | DFMgr (with GMs) |
| 5 | To maintain ISO14001 accreditation in Oxford. | April 2012 and ongoing | Accreditation maintained | DFMgr (with GMs) |
| 6 | To undertake formal review of Building Management Systems in relation to facility usage and make required adjustments. | April 2012 | Review undertaken and adjustments completed. | DFMgr (with GMs) |
| 7 | To agree a calendar of meetings with key representatives of Oxford City Council technical team and agree a programme of joint working in respect of achieving a 5% reduction and SALIX opportunities. Key representatives include Carbon Champion, Divisional Facilities Manager, Fusion's Environmental Manager and Divisional Business Manager. | April 2012 | Meeting dates agreed. | DFMgr (with DBMgr) |
| 8 | To implement agreed programme of joint working initiatives with the Oxford CC technical team. | May 2012 - March 2013 | Programme implemented. | DFMgr (with DBMgr) |
| 9 | To implement relevant CRC Energy Efficiency compliance programme. | July 2012 - March 2013 | Programme implemented. | DFMgr (with GMs) |
| 10 | To incorporate appropriate works into programme of lifecycle works. Works to include replacement of inefficient air conditioning units, replacement of boilers, installation of CHP modular units. | October - December 2012 | Relevant works incorporated into programme. | DFMgr |
| 11 | To ensure all environmental management notice boards are maintained displaying relevant information. Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives. | April 2012 and ongoing | Notice boards in place and displaying relevant information. | DFMgr (with GMs) |
| 12 | To ensure green travel plans are revised and in place at each site and communicated effectively to customers. | April - June 2012 | Green travel plans revised in place and communicated. | DBM, DFMgr (with GMs) |
| 13 | To monitor effectiveness of Green Travel Plans Monitoring of Green Travel Plans to be taken from National Benchmark Survey results | July - September 2013 | Green Travel Plans evaluated | DBMgr (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. Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives. | April 2012 and ongoing | Notice boards in place and displaying relevant information. | DFMgr (with GMs) |
| 3 | To create a specific action plan to reduce general refuse and increase recycled waste Baselines to be established by benchmarking with other leisure facilities, waste management agencies, Oxford City works Number of collections | April - June 2012 | Action plan created. | DFMgr (with GMs) |
| 4 | To implement action plan to reduce general refuse and increase recycled waste | July 2012 - March 2013 | 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 2011 | Programme established. | DBMgr (with GMs) |
| 2 | To implement high level and deep clean schedule. | April 2011- March 2012 | 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). | April 2011 | Cleaning schedules reviewed and revised. | DBMgr (with GMs) |
| 4 | To implement revised cleaning schedules. | April - September 2011 | Cleaning schedules implemented. | DBMgr (with GMs) |
| 5 | To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and Base Camp inspection scores). | October 2011 | Cleaning schedules reviewed and revised. | DBMgr (with GMs) |
| 6 | To implement revised cleaning schedules. | October 2011 - March 2012 | Cleaning schedules implemented. | DBMgr (with GMs) |
| 7 | To implement system of communicating required cleaning standards and systems of inspection to customers | April - June 2011 | 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 Facility Management subcontractors in Q4 2010/11 and draw up relevant remedial action plan. | April 2012 | Performance reviewed and action plan drawn up. | DFMgr |
| 2 | To implement remedial action plan for Facility Management performance. | April - June 2012 | Action plan implemented. | DFMgr |
| 3 | To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage). | April 2012 and ongoing. | 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 - June 2011 | Database created. | DFMgr |
| 5 | To approve programme of lifecycle maintenance works for 2012/13. | April 2012 | Lifecycle maintenance programme established. | DFMgr |
| 6 | To implement lifecycle maintenance programme on time and on budget. | April 2012- March 2013 | Lifecycle maintenance programme implemented. | DFMgr |
| 7 | To review full equipment inventory for all leisure facilities. | April - June 2012 | Equipment inventory reviewed | DFMgr (with GMs) |
| 8 | To approve a programme of equipment replacement/renewal for 2012/13. | April - June 2012 | Replacement programme created. | DFMgr (with GMs) |
| 9 | To implement equipment replacement programme. | July 2012 - March 2013 | Programme implemented. | DFMgr (with GMs) |
| 10 | To review performance of Facility Management subcontractors in Q1 2012/13 and draw up relevant remedial action plan. | July 2012 | Performance reviewed and action plan drawn up. | DFMgr |
| 11 | To implement any remedial action plan for Facility Management performance. | July - September 2012 | Action plan implemented. | DFMgr |
| 12 | To review performance of Facility Management subcontractors in Q2 2012/13 and draw up relevant remedial action plan. | October 2012 | Performance reviewed and action plan drawn up. | DFMgr |
| 13 | To implement any remedial action plan for Facility Management performance. | October - December 2013 | Action plan implemented. | DFMgr |
| 14 | To review performance of FM subcontractors in Q3 2012/13 and draw up relevant remedial action plan. | January 2013 | Performance reviewed and action plan drawn up. | DFMgr |
| 15 | To implement any remedial action plan for Facility Management performance. | January - March 2013 | Action plan implemented. | DFMgr |

| FM6 To maintain Quest accreditation at a minimum 'Good' at Ferry, Blackbird Leys and Barton Leisure Centres, Oxford Ice Rink and 'Satisfactory at Hinksey Outdoor Pool. | | | | |
|--|--|-------------------------|---|------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To maintain relevant Continued service improvement plan. | April 2012 & ongoing | Plan drawn up and maintained. | GMs (with DBMgr) |
| 2 | Service improvement plan implemented. | April 2012 onwards | Action plan implemented. | GMs (with DBMgr) |
| 3 | To undertake integrated management systems audit and to update service improvement plan accordingly. | May 2012 | Audit undertaken and plan updated. | GMs (with DBMgr) |
| 4 | To undertake programme of mystery shops and to update the service improvement plan accordingly. | April 2012 - March 2013 | Mystery shops undertaken and plan updated. | GMs (with DBMgr) |
| 5 | To implement updated service improvement plan. | April 2012 and ongoing | Action plan implemented. | GMs (with DBMgr) |
| 6 | To undertake Quest Internal self-assessment and update service improvement plan. | October 2012 | Self assessment undertaken and plan updated. | GMs (with DBMgr) |
| 7 | To implement updated service improvement plan. | October - December 2012 | Action plan implemented. | GMs (with DBMgr) |
| 8 | To undertake formal Quest 12 monthly update visits at all accredited centres. | Dec 2012 | 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 of compliance and create any remedial action plan | June 2012 | Programme established. | DBMgr (with GMs) |
| 2 | To implement any remedial actions | June - July 2012 | Programme implemented. | DBMgr (with GMs) |

STAFFING

| S1 To ensure that the Right People are in the Right Place at the Right Time | | | | |
|--|---|------------------------------|---|------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | Review of Fusion's staffing structures is undertaken to ensure sites continue to have 'Right People, Right Place at the Right Time. | April - June 2012 | Staffing structures in place | DBMgr (with GMs) |
| 2 | To formally assess compliance with Fusion's Human Resources policies and procedures and to create a relevant remedial action plan. | April - June 2012 | Assessment undertaken and action plan created. | DBMgr (with GMs) |
| 3 | To implement any relevant action plan re compliance with Human Resources policies and procedures. | July 2012- September 2012 | Action plan implemented. | DBMgr (with GMs) |
| 4 | To ensure the completion of formal annual appraisals for all staff within Oxford. | April - June 2012 | Appraisals completed. | DBMgr (with GMs) |
| 5 | To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central Human Resources team). Plans to include staff succession planning. | April - June 2012 | Training and development plan drawn up. | DBMgr (with GMs) |
| 6 | To implement agreed training and development plans. | July 2011 - March 2012 | Training and development plan implemented. | DBMgr (with GMs) |
| 7 | To ensure the completion of all six-monthly staff reviews within Oxford and create Personal Development Plans for all staff. | November 2011 - January 2012 | Reviews completed and Personal Development Plans created. | DBMgr (with GMs) |
| 8 | To ensure compliance with Fusion's new Human Resources operating system | April 2012 and ongoing | System effectively introduced | DBMgr (with GMs) |
| 9 | Commit to the principles of the Investors In People programme. | April 2012 - March 2013 | Commitment made | DBMgr (with GMs) |

| S2 To achieve 72% 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 2012 and ongoing. | 100% compliance achieved. | DBMgr (with GMs) |
| 2 | Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2011. | April 2012 - May 2012 | Minimum of 60% participation achieved. | DBMgr (with GMs) |
| 3 | To ensure maximum participation in the Fusion Colleague Engagement Survey. | May 2012 - June 2012 | Action plan created and implemented. | DBMgr (with GMs) |
| 4 | To reaffirm and clarify calendar of operational meetings across the Oxford contract. | April 2012 | Calendar of meetings confirmed. | DBMgr (with GMs) |
| 5 | To implement agreed calendar accordingly. | April 2012 - March 2013 | Calendar implemented. | DBMgr (with GMs) |
| 6 | To create and implement a programme of promotion to establish Fusion as an employer of choice in Oxford. | April 2012 | Programme created. | DBMgr (with DMMgr) |
| 7 | To maintain a formal staff suggestion scheme. | April 2012 and ongoing | Scheme introduced. | DBMgr |

| 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 in each case. | May 2012 | Analysis completed and action plans created. | DBMgr (with GMs) |
| 2 | To implement the specific action plans re equality strands. | May - December 2012 | Action plans implemented. | DBMgr (with GMs) |
| 3 | To create a programme of promotion to establish Fusion as an employer of choice in Oxford. | April 2012 | Programme created. | DBMgr (with DMMgr) |
| 4 | To implement the programme of promotion of Fusion as an employer of choice. | April - December 2012 | Programme implemented. | DBMgr (with DMMgr) |
| 5 | To collect and analyse management information on recruitment and related issues in respect of diversity profile within the workforce. | April 2012 and ongoing. | Information collected and analysed. | DBMgr (with GMs) |
| 6 | To deliver induction training for staff in respect of equality and diversity. | April 2012 and ongoing | Training delivered. | DBMgr (with GMs) |
| 7 | To identify opportunities to develop apprentice/trainee work schemes | April 2011 | opportunities identified and implemented | DBMgr (with GMs) |
| 8 | Commit to hosting at least 2 work experience placements | April 2011 - March 2012 | Placements hosted | DBMgr (with GMs) |

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

MARKETING

| M1 To deliver a proactive and positive approach to Public Relations, such that facility and service successes are co | | | |
|---|--|--------------------------|--|
| Action Ref. | Action | Timescale | Target / KPI |
| 1 | To establish a clear Public Relations communications approach in respect of the proposed new pool development at Blackbird Leys Leisure Centre and the closure of Temple Cowley Pools and Blackbird Leys Pool. | April 2012 | Public Relations approach established. |
| 2 | To implement the agreed approach to Public Relations communications in respect of the proposed pool development. | April 2011-2- March 2013 | Public Relations approach established. |
| 3 | To establish a clear Public Relations communications approach in respect of the proposed new developments at Oxford Ice Rink, Barton and Ferry Leisure Centres. | Apr-12 | Public Relations approach established. |
| 4 | To implement the agreed a Public Relations communications in respect of the proposed developments. | April 2011-2- March 2013 | Public Relations approach implemented. |
| 5 | To review the KPIs relating to the general awareness of the Oxford leisure facilities to ensure a full data base is established. | May 2012 | Measurable KPIs reviewed. |
| 6 | Make appropriate changes to the KPIs. | May 2012 | Targets updated |
| 7 | To establish an indicative programme of general Public Relations communications across the Oxford contract, with a specific aim of increasing awareness of the facilities. | April 2012 | Programme established. |
| 8 | To implement the programme of general Public Relations communications. | April 2012 - March 2013 | Programme implemented. |
| 9 | To agree a calendar of meeting dates with key representatives of OCC Communications and Branding team and agree a programme of joint working . | June 2012 | Meetings held and programme agreed. |
| 10 | To implement agreed programme of joint working with the Oxford City Council Communications and Branding team. | June 2012- March 2013 | Programme implemented. |

| M2 To deliver a 1% increase in concessionary memberships | | | |
|---|---|-------------------------|--|
| Action Ref. | Action | Timescale | Target / KPI |
| 1 | To create a specific marketing plan in respect of Bonus concessionary membership. | April 2012 | Plan created. |
| 2 | To implement the agreed plan in respect of Bonus concessionary membership. | April 2012- March 2013 | Plan implemented. |
| 3 | To implement targeted direct mail campaign, promoting existing benefits of the Bonus concessionary membership and specific activities to those in deprived areas. | May-12 | Direct mail implemented |
| 4 | To implement targeted flyer/voucher campaign, promoting existing benefits of the Bonus concessionary membership and specific activities. | September 2012 | Flyer/voucher campaign implemented |
| 5 | To ensure core literature within the centres includes student concessions. | April 12 | Literature available |
| 6 | To produce and deliver a marketing plan to promote the student offer to local colleges. | August 12 to March 2013 | Plan produced and delivered |
| 7 | To ensure that specific core literature in centre around activities for 60+ customers is available and up to date. | June 2012 | Full set of literature permanently available |
| 8 | To ensure that specific core literature in centres around activities for under 17's is available and up to date. | Jun-12 | Full set of literature permanently available |

| M3 To deliver a 5% increase in total membership | | | |
|--|---|-------------------------|-------------------|
| Action Ref. | Action | Timescale | Target / KPI |
| 1 | Develop membership marketing plans for each centre. | April 2012 | Plan created. |
| 2 | To implement the agreed centre marketing plans. | April 2012 - March 2013 | Plan implemented. |
| 3 | To review the membership card structure and make recommendations for change Scope to include Active, Aqua and Bonus Concessionary membership cards | April 2012 - June 2012 | Review undertaken |
| 4 | To create a contract wide marketing plan in respect of increasing the general membership base | April 2012 | Plan created. |
| 5 | To implement the agreed plan in respect of increasing general memberships. | April 2012- March 2013 | Plan implemented. |
| 6 | Develop Plan to Introduce Phase 2 of the Loyalty Card aimed at actual members. | tbc | Plan created. |
| 7 | Implement Plan for the introduction of the Phase 2 Loyalty Card. | tbc | Plan implemented. |

| M4 | To ensure that the products and services offered by the leisure facilities are of high standard, innovati | | |
|-------------|--|------------------------|--------------------------------------|
| Action Ref. | Action | Timescale | Target / KPI |
| 1 | To review the effectiveness and impact of implementation of 'Children's birthday parties product. | June 2012 | Review undertaken. |
| 2 | To implement the actions of Fusion's aquatic plan. | April - June 2012 | Policies and procedures implemented. |
| 3 | To review the effectiveness and impact of implementation of the aquatic product. | September 2012 | Review undertaken. |
| 4 | To develop a specific marketing/outreach plan for Oxford Ice Rink to capitalise on the refurbishment | April 2012 | Marketing/outreach plan developed. |
| 5 | To implement the Oxford Ice Rink marketing/outreach plan | May 2012 - March 2013 | Marketing/outreach plan implemented. |
| 6 | To develop the marketing/outreach plan for encouraging corporate participation opportunities for local businesses. | July 2012 | Marketing/outreach plan developed. |
| 7 | To implement the marketing/outreach plan for corporate activity. | July 2011-2 March 2012 | Marketing/outreach plan implemented. |
| 8 | To review the food and beverage offer within the leisure centres. | April 2012 - June | Review undertaken. |

| M5 | | | |
|---|---|---------------------|--------------------------------------|
| To establish and maintain the highest standards of facility presentation | | | |
| Action Ref. | Action | Timescale | Target / KPI |
| 1 | Audit the Customer Journey presentation against the Fusion Integrated Management System guidance and develop any appropriate action plan for improvement. | April 2012 | Audit undertaken and plan developed. |
| 2 | Implement customer Journey action plan. | May - December 2012 | Action plan implemented. |

| M6 | | | |
|--|---|---------------------|--------------------------------------|
| To establish and maintain the highest standards of web and social media promotion | | | |
| Action Ref. | Action | Timescale | Target / KPI |
| 1 | Ensure the website for the Oxford leisure facilities remains current and up-to date. | April - March 2012 | Website reviewed updated and current |
| 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. | May - December 2012 | Action plan implemented. |

Abbreviations:

DBMgr Divisional Business Manager
 GM General Manager
 ME Marketing Executive
 DSCDMgr Divisional Sports and Community Development Manager
 HoM Head of Marketing
 HoF Head of Finance and Procurement
 HoFM Head of Facilities Maintenance

| mmunicated and celebrated |
|---------------------------|
| Lead Manager |
| ME (with DBMgr) |
| ME (with DBMgr) |
| ME (with DBMgr) |
| ME (with DBMgr) |
| ME (with DBMgr) |
| ME (with DBMgr) |
| ME (with DBMgr) |
| ME (with DBMgr) |
| ME (with DBMgr) |
| ME (with DBMgr) |
| ME (with DBMgr) |

| Lead Manager |
|-----------------|
| ME (with DBMgr) |
| ME (with DBMgr) |
| ME (with DSCDM) |
| ME |
| ME |
| ME |
| ME |
| ME |

| Lead Manager |
|------------------------|
| ME (with GMs, CRM's) |
| ME (with GM's , CRM's) |
| ME |
| ME (with DBMgr) |
| ME |
| HoM |
| HoM |

| ive and attractive |
|---------------------|
| Lead Manager |
| ME (with GMs) |
| ME (with GMs) |
| ME (with GMs) |
| ME (with GM) |
| ME (with GMs) |
| ME (with GMs) |
| ME (with GMs) |
| HoF, HoFM and DBmgr |

| Lead Manager |
|-----------------------|
| ME (with DBMgr & GMs) |
| ME (with DBMgr & GMs) |

| Lead Manager |
|-------------------------------|
| MEr (with DBMgr ,GMs & CRM's) |
| MEr (with DBMgr ,GMs & CRM's) |

SPORTS AND COMMUNITY DEVELOPMENT

| SCD 1 To develop positive and proactive partnerships with key local stakeholders | | | | |
|---|---|---------------------------|---------------------------------|--------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To review and update the list of key local stakeholder organisations and contacts within Oxford. List to include Social Care Brokers, Primary Care Trust, Oxford Sports Partnership, Oxfordshire City Council. | April 2012 | List specified. | DSCDMgr |
| 2 | To establish a calendar of consultation/liaison with all specified stakeholders. | April - May 2012 | Calendar established. | DSCDMgr |
| 3 | To agree a calendar of meeting dates with key representatives of OCC Sports Development team to initiate joint working . | April 2012 | Dates arranged | DSCDMgr |
| 4 | To agree joint sport and community development objectives and action plan with Oxford City Council Sports Development team for 2012/13. | April - May 2012 | Objectives/action plan agreed. | DSCDMgr |
| 5 | To implement joint Sport and Community Development action plans | June 2012 - March 2013 | Plan delivered | DSCDMgr |
| 6 | To implement the agreed 2012 Sports and Community Development action plan for 2012/13 | June 2012 - March 2013 | Plan delivered | DSCDMgr |
| 7 | To develop agreed delivery & work plan for the delivery of the Sport England funded 'Active Women' project. | April 2012 | Plan agreed | DSCDMgr |
| 8 | Implement the agreed delivery & work plan for the delivery of the Sport England funded 'Active Women' project; Feed back on statistics. | April 2012 - March 2013 | Plan delivered | DSCDMgr |
| 9 | Evaluate 'Active Women' sessions and look to increase sustainability with joint partner sessions | Quarterly | Evaluation complete | DSCDMgr |
| 10 | To ensure attendance at all meetings of the Oxford Community Sports Network. | April 2012 and ongoing | All relevant meetings attended. | DSCDMgr |
| 11 | To develop specific joint initiatives with at least two identified stakeholders. | July 2012 | Joint initiatives identified. | DSCDMgr |
| 12 | To implement the agreed joint initiatives with at least two identified stakeholders. | July 2012 - February 2013 | Joint initiatives implemented. | DSCDMgr |

| SCD 2 To develop closer relationships with local sports clubs | | | | |
|--|--|---------------------------|--------------------------|--------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To maintain an up to date register of all sports clubs and relevant organisations currently using the leisure facilities. Register to incorporate names, contact details, approximate numbers of adult and junior participants, any relevant business or development plans, Clubmark accreditation, broader objectives. | Ongoing | Register up-to-date | DSCDMgr (with GMs) |
| 2 | To establish a calendar of regular consultation/liaison with all registered clubs. | Apr-12 | Calendar established. | DSCDMgr (with GMs) |
| 3 | To establish a programme of ongoing support for registered clubs, based on the outputs of consultation/liaison. Support likely to include notice board information, inclusion on website, administrative support, coach education Clubmark processes, concerted "Open Day" etc. | Ongoing | Programme established. | DSCDMgr (with GMs) |
| 4 | To maintain a continuous improvement plan in relation to sports club development. | Ongoing | Programme implemented. | DSCDMgr (with GMs) |
| 5 | To maintain links with other key sports clubs within Oxford and to establish a list for consultation/liaison. | July 2012 | Links maintained/created | DSCDMgr |
| 6 | To establish a process of consultation/liaison with other key sports clubs. | July - September 2012 | Programme established. | DSCDMgr |
| 7 | To implement process of consultation/liaison with other key sports clubs. | October 2012 - March 2013 | Programme implemented. | DSCDMgr |

| SCD 3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users | | | | |
|--|--|------------------|---|-------------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | Produce Aquatics Development Plan Plan to include: programme development opportunities, budgeting & attendance registers if applicable | April 12 | Strategy and Plan Produced | DSCDMgr |
| 2 | Implement the Aquatics development plan | April 12 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 Review to include effectiveness and impact of activities | April 12 | Reviews undertaken and revised programmes implemented | DSCDMgr (with GMs & ME) |
| | | Aug 12 | Reviews undertaken and revised programmes implemented | DSCDMgr (with GMs & ME) |
| | | Dec 12 | 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 2012 | 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 Oxford City Council agreement | April 2012 | Opening hours agreed | DBM (with GMs) |
| 6 | To implement agreed proposals for change to opening hours. | May 2012 | Agreed proposals implemented. | DSCDMgr (with GMs) |

| SCD 4 To continually update and implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics and Paralympics | | | | |
|---|---|----------------------|---------------------------------------|----------------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To ensure the established British Olympic Association, Free Access for National Sports people and Free Access for County Sports people schemes are well communicated both inside and outside of leisure facilities. | April 2012 | Schemes implemented and communicated. | DSCDMgr (with GMs) |
| 2 | Review the British Olympic Association, Free Access for National Sports people & Free Access for County Sports people to identify its impact. | July 2012 | Review completed | DSCDMgr |
| 3 | Develop an implement any remedial action plan for the British Olympic Association, Free Access for National Sports people and Free Access for County Sports people schemes. | August 2012 | Action plan implemented | DSCDMgr |
| 4 | To review the 2012 Olympics plan, specific to Oxford. | Apr-12 | Review completed | DSCDMgr (with DBMgr) |
| 5 | To implement relevant elements of 2012 Olympics Plan. | April 2012 onwards | Plan implemented. | DSCDMgr (with GMs) |
| 6 | To fully support 2012 Open Days & themed events in the lead up to the Olympics across the leisure facilities | April 2012 onwards | 2012 Open Days supported. | DSCDMgr (with GMs) |
| 7 | To implement a programme of activities utilising 'Sportivate' funding | May 2012 - Sept 2012 | Programmes implemented | DSCDMgr (with 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. | Jun-12 | Database updated. | DSCDMgr |
| 2 | To identify specific opportunities and to develop relevant action plans. | May - July 2012 | Opportunities identified and action plans developed. | DSCDMgr |
| 3 | To implement relevant action plans. | July 2012 - March 2012 | Action plans implemented. | DSCDMgr |
| 4 | To undertake workshops to GMs regarding funding opportunities and the utilisation of any funding obtained. | September 2012 | Workshops 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. | Ongoing | Notice board provided. | DSCDMgr |
| 2 | Through affiliation to the National Youth Agency develop the National Quality Mark | July 2012 | Scheme developed | DSCDMgr |
| 3 | Deliver the National Youth Agency Quality Mark | August 2012 | Scheme delivered | DSCDMgr |
| 4 | To identify potential partners who can support the promotion of healthy living. Partners to include Primary Care Trust, Health Centres | April - June 2012 | Partners identified. | DSCDMgr (with GMs) |
| 5 | To develop and implement at least one new specific 'Healthy living' joint initiative with one identified stakeholder. | July 2012 | New initiative developed | DSCDMgr |
| 7 | Create and deliver a programme for International Disability Awareness Day | December 2012 | Plan created | DSCDMgr |
| 7 | Create and deliver a programme for National Obesity week | January 2012 | Plan created | DSCDMgr |
| 9 | Create and deliver a programme of activities utilising funding opportunities available Such funding includes the Over 50s scheme 'Fit as a Fiddle' | May 2012 | Programme created | DSCDMgr |
| 10 | Achieve ISPAL Sport Development award "Active Mark" | April 2012 | Award achieved | DSCDMgr |
| 11 | To develop a plan working with key partners in developing access for social care users to the leisure facilities | April 2012 | Plan Created | DSCDMgr |
| 12 | To implement the plan for increasing social care participation in leisure facilities | May 2012 - March 2013 | Plan implemented | DSCDMgr |
| 13 | Introduce 'Community Fit Club' to the gyms | May 2012 | Community Fit Club introduced | DSCDMgr DBMgr (with GMs) |
| 14 | Monitor & evaluate and review the General Practitioner Exercise Referral Programme, recommending changes to partners at County referral meetings | April 2012 onwards | Evaluations and reviews undertaken with meetings attended | DSCDMgr |
| 15 | To establish cardiac rehabilitation activities through the commissioning bodies | April - July 2012 | Evaluation complete & cardiac Rehabilitation implemented | DSCDMgr & GM's |

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager
ME Marketing Executive

FACILITY DEVELOPMENTS

| FD1 | To develop a programme of facility development proposals in the leisure facilities, and where these are agreed deliver such | | | |
|-------------|---|-----------------------------|---|--------------|
| Action Ref. | Action | Timescale | Target / KPI | Lead Manager |
| 1 | To deliver all facility developments within 2012/13 Phase 2 development works on time and on budget. Developments at: Oxford Ice rink, Ferry Leisure Centre and Blackbird Leys leisure Centre. | April 2012 - September 2012 | Developments Complete on time on budget | DBMgr |
| 2 | To develop business cases for potential facility developments to be incorporated into 2013 business planning / annual service planning processes. | October 2012 | Business cases developed. | DBMgr |
| 3 | To fully support for the development of the competition standard pool maximising the benefits of the complementary developments | April 2012- March 2013 | Support given | DBMgr |

Abbreviations:

DBMgr Divisional Business Manager

GM General 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 2012/13. To include Fusion client forums | April 2012 | All details agreed. | DBMgr |
| 2 | To ensure 100% compliance with agreed client-contractor meeting arrangements | April 2012 and ongoing | 100% compliance. | DBMgr |
| 3 | To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums | April 2012 and ongoing | 100% compliance. | DBMgr |
| 4 | To fully agree the format, content and timing of all reporting arrangements for 2012/13 | April 2012 | All details agreed. | DBMgr |
| 5 | To ensure 100% compliance with agreed reporting arrangements. | April 2012 and ongoing | 100% compliance. | DBMgr |
| 7 | To contribute positively and proactively to the Leisure Partnership Board meeting. | April 2012 and onwards | leisure Partnership Board meeting held with demonstrable contribution. | DBMgr |
| 9 | To submit and present draft Annual Service Plan to Leisure Partnership Board. | December 2012 | Draft Annual Service Plan submitted. | DBMgr |
| 10 | To agree final Annual Service Plan for 2012/13 and prepare for implementation. | January - March 2013 | 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 to be considered (likely to include Alexandra Park tennis courts and Horspath Athletics Track) and agree appropriate course of action. | April 2012 onwards | List identified and course of action agreed. | DBMgr |
| 2 | To implement any agreed course of action in respect of additional opportunities. | April -2012 onwards | Course of action implemented. | DBMgr |
| 3 | To continue discussions on the submitted business case for the possible management of Alexandra Park tennis courts | 2012/13 | 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. | April 2012 onwards | Course of action agreed. | DBMgr |
| 2 | To implement agreed course of action in respect of new pool. | April 2012 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 2012 onwards | Course of action agreed. | DBMgr |
| 2 | To implement agreed course of action in respect of residents card. | April 2012 - 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 to include regular meetings between mutual representatives in respect of marketing/communications, technical issues, equality and diversity, Human Resources, etc. | April - June 2012 | Processes reviewed. | DBMgr |
| 2 | To implement agreed changes to formal processes | July 2012 - March 2013 | Processes implemented | DBMgr |

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

LINKS WITH OBJECTIVES

| STRATEGIC OBJECTIVES | | RELEVANT SERVICE PLAN AIMS |
|------------------------------|---|---|
| Partnership Board Objectives | | |
| PB1 | Delivery of the various service and facility improvements set out in Fusion's tender submission | F1, F2, P1, P2, P3, P4, P5, P6, P7,P9, CR 1, CR 2, FM 2, FM 3, FM 4, FM 5, FM 6, S1, S2, S3, M2, M3, M4, SCD 1, SCD 2, SCD 3, SCD 4, SCD 5, SCD 6, FD 1, PD 1, PD 2, PD 3, PD 4, PD 5 |
| PB2 | 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. | FM2, FM3 |
| PB3 | Increasing engagement with and participation by the Council's target groups, as follows: 5% increase in participation by users resident in the most deprived wards in Oxford, 5% increase in participation by new users, 5% increase in participation by users who are members of BME groups, 5% increase in participation by users with disabilities, 5% increase in participation in the junior free swim scheme, 3% increase in participation in the 60+ free swim scheme. | F2, P1, P2, P3, P4, P5, P6, P7,P9, M1, M2, M4, SCD 1, SCD 2, SCD 3, SCD 6 |
| PB4 | Delivery of the major facility development schemes | FD 1 |
| PB5 | A proactive and positive approach to PR, such that facility and service successes are communicated and celebrated | M1 |
| PB6 | Improving access to the facilities (e.g. car parking) | P8 |
| PB7 | To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford | FD 4, PD 2, PD 3, PD 4, PD 5 |

| OXFORD CITY COUNCIL CORPORATE OBJECTIVES | | RELEVANT SERVICE PLAN AIMS |
|--|-----------------------------|---|
| OCC1 | Vibrant Sustainable Economy | F1, F2, F3, P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 3, FM 6, M2, M3, M5, SCD 1, SCD 3, SCD4, SCD 6, FD 1 |
| OCC2 | Meeting Housing Need | FM 3, FM 5 |
| OCC3 | Strong Active Communities | P1, P2, P3,P4, P5, P6, P7, P8, P9 |
| OCC4 | Cleaner Greener Oxford | FM 2, FM3. |
| OCC5 | Efficient Effective Council | F1, F2, F3 CR 1, CR 2, CR 3, FM6, S1, S2, M5, SCD1, SCD2, SCD5, PD1, PD3, PD5 |

| Fusion Corporate Objectives | | RELEVANT SERVICE PLAN AIMS |
|-----------------------------|--|--|
| Fus 1 | To deliver a 5% year-on-year increase on like-for-like income | F1, F2, S1, M2, M3 |
| Fus 2 | To deliver all facility redevelopments on time and on budget and to deliver the projected uplifts | F1 |
| Fus 3 | To deliver a surplus margin of 5% | F1 |
| Fus 4 | To ensure that customer satisfaction "good"/"excellent" ratings exceed 95%; 100% for staff | CR 1, CR 2, CR 3, S1, M2, M3 |
| Fus 5 | To deliver measurable improvements in like-for-like National Benchmarking Survey results | P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 2, CR 3 |
| Fus 6 | To reduce attrition of subscription memberships to less than 50% per annum | CR 3 |
| Fus 7 | To deliver a 5% year-on-year increase in like-for-like general participation | P1, P2, P3, P4, P5, P6, P7, P8,P9 |
| Fus 8 | To deliver a 5% year-on-year increase in like-for-like participation by target groups | P1, P2, P3, P4, P5, P6, P7, P8,P9 |
| Fus 9 | To ensure 100% compliance with Basecamp inspection regimes and to deliver an average score of at least 95% on Basecamp inspection scores | FM 1 |
| Fus 10 | To deliver a Quest accreditation rating of 'Good' | FM 6 |
| Fus 11 | To ensure 100% compliance with health and safety audit regimes and to deliver an average score of at least 90% on relevant audit scores | HS 1 |
| Fus 12 | To deliver a 2% year-on-year reduction in staff turnover | S1, S2, S3 |
| Fus 13 | To deliver a cross-company ratio of staff costs/income of 50% | F1, S1 |
| Fus 14 | To deliver a 2% year-on-year reduction on like-for-like energy consumption | FM 2 |
| Fus 15 | To deliver a 20% reduction in waste production and a 20% increase in recycling | FM 3 |
| Fus 16 | To win 2 new partnerships at 5-10 million and to achieve contract extensions at Tunbridge Wells and Milton Keynes. | PD 2, PD 3, PD 5 |
| Fus 17 | To achieve turnover of 58 million pounds | PD 2, PD 3, PD 5 |

| ANNUAL SERVICE PLAN AIMS | | RELEVANT STRATEGIC OBJECTIVES |
|--------------------------|--|---|
| F1 | To deliver a 10% year-on-year reduction in subsidy per user | PB 1, OCC 1, OCC 5, Fus 1, Fus 2, Fus 3, Fus 13 |
| F2 | To ensure that pricing structures and levels across the leisure facilities are appropriate | PB 1, PB 3, Fus 1 |
| P1 | To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City | PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8 |
| P2 | To deliver a 5% year-on-year increase in participation by users aged over 50 | PB 1, PB 3, OCC 1, Fus 5, Fus 8 |
| P3 | To deliver a 5% year-on-year increase in participation by users aged under 16 | PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8 |
| P4 | To deliver a 5% year-on-year increase in participation by users from BME groups | PB 1, PB 3, OCC 1, Fus 5, Fus 8 |
| P5 | To deliver a 5% year-on-year increase in participation by disabled users | PB 1, PB 3, OCC 1, Fus 5, Fus 8 |
| P6 | To deliver a 5% year-on-year increase in participation on the junior free swimming scheme | PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8 |
| P7 | To deliver a 3% year-on-year increase in participation on the 60+ swimming scheme | PB 1, PB 3, OCC 1, Fus 5, Fus 8 |
| P8 | To improve general access to all sites | PB 6, OCC 1, Fus 5, Fus 8 |
| P9 | To deliver a 5% year-on-year increase in participation in Ladies Activities | PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8 |
| CR 1 | To improve customer satisfaction with the leisure facilities by 2% | PB 1, OCC 1, OCC 5, Fus 4, Fus 5 |
| CR 2 | To fully embed Fusions "Customer Relations Programmes" for cultural change | PB 1, OCC 1, OCC 5, Fus 4, Fus 5 |
| CR 3 | To deliver a reduction of at least 5% in annual attrition levels for Slice Card memberships | OCC 1, OCC 5, Fus 4, Fus 5, Fus 6 |
| HS 1 | To ensure 100% compliance with Fusion H&S policies and procedures | Fus 11 |
| FM 1 | To achieve average Base Camp inspection scores of at least 95% across all facilities | Fus 9 |
| FM 2 | To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year. | PB 1, PB 2, OCC 4, Fus 14 |
| FM 3 | To reduce general refuse by 25% and to increase recycling waste by 25% | PB 1, OCC 2, Fus 15 |
| FM 4 | To ensure that high standards of cleaning are achieved at all times | PB 1 |
| FM 5 | To ensure that high standards of repair and maintenance are achieved at all times | PB 1, PB 2, OCC 2 |
| FM 6 | To maintain Quest accreditation at a minimum 'Good' at Ferry L. C, Blackbird Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C. | PB 1, OCC 1, Fus 10 |
| S1 | To ensure that the Right People are in the Right Place at the Right Time | PB 1, Fus 1, Fus 4, Fus 12, Fus 13 |
| S2 | To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall | PB 1, Fus 12 |
| S3 | To ensure that the Fusion workforce in Oxford is as representative as possible of the local community | PB 1, Fus 12 |
| M1 | To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated | PB 3, PB 5 |
| M2 | To deliver a 5% increase in Bonus Slice card membership | PB 1, PB 3, OCC 1, Fus 1, Fus 4 |
| M3 | To deliver a 10% increase in total Slice card membership | PB 1, OCC 1, Fus 1, Fus 4 |
| M4 | To ensure that the products and services offered by the leisure facilities are innovative and attractive | PB 1, PB 3 |
| M5 | To establish and maintain the highest standards of facility presentation | OCC 1 |
| SCD 1 | To develop positive and proactive partnerships with key local stakeholders | PB 1, PB 3, OCC 1 |
| SCD 2 | To develop positive and proactive relationships with local sports clubs | PB 1, PB 3 |
| SCD 3 | To ensure that all facility programmes are exciting, innovative and attractive to users and potential users | PB 1, PB 3, OCC 1 |
| SCD 4 | To create and start to implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics | PB 1 |
| SCD 5 | To proactively explore opportunities for external funding | PB 1 |

| | | |
|---------------------------------|---|--------------------------------------|
| SCD 6 | To positively promote the benefits of healthy living and active lifestyles | PB 1, PB 3, OCC 1 |
| FD 1 | To develop a programme of other facility development proposals in the leisure facilities | PB 1, PB 7, OCC 1 |
| PD 1 | To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements | PB 1 |
| ANNUAL SERVICE PLAN AIMS | | RELEVANT STRATEGIC OBJECTIVES |
| PD 2 | To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford | PB 1, PB 7, Fus 16 |
| PD 3 | To support the Council in the delivery of a new competition pool at Blackbird Leys Leisure Centre | PB 1, PB 7, Fus 16 |
| PD 4 | To support the Council in exploring the possibility of developing a residents card in Oxford | PB 1, PB 7 |
| PD 5 | To optimise the development of the partnership between Fusion and Oxford City Council | PB 1, PB 7, Fus 16 |

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 within Oxford.

RISK ANALYSIS:

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| POTENTIAL RISK | POTENTIAL IMPACT | SEVERITY | LIKELIHOOD | WEIGHTING | MITIGATING ACTIONS | RESIDUAL SEVERITY | RESIDUAL LIKELIHOOD | RESIDUAL WEIGHTING |
|-------------------------------|---|----------|------------|-----------|--|-------------------|---------------------|--------------------|
| Operational health and safety | Staff or customer injury, product or service liability, reduced ability to operate | 4 | 3 | 12 | Board member with specific responsibility for H&S Specialist H&S Manager in post Comprehensive H&S management policies and procedures in place Regular monitoring and ongoing reporting of relevant H&S KPIs Comprehensive H&S training undertaken System of internal audit External accreditation with associated audits and inspections | 4 | 2 | 8 |
| Cashflow sensitivity | Inability to meet commitments, lack of liquidity to cover variance, impact on operational activities | 4 | 2 | 8 | Full-year cashflow projections included in financial plans with prudent assumptions 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 | 4 | 1 | 4 |
| 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 Comprehensive customer feedback systems established to gather and analyse customer opinions Comprehensive ongoing monitoring of performance in respect of key service criteria Establishment of detailed annual service plans setting out strategic objectives and required actions | 4 | 1 | 4 |

RISK ANALYSIS:

(continued)

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| POTENTIAL RISK | POTENTIAL IMPACT | SEVERITY | LIKELIHOOD | WEIGHTING | MITIGATING ACTIONS | RESIDUAL SEVERITY | RESIDUAL LIKELIHOOD | RESIDUAL WEIGHTING |
|---|--|----------|------------|-----------|---|-------------------|---------------------|--------------------|
| Increased competition | Reduced use of facilities, loss of income, reduced development potential | 3 | 3 | 9 | Robust operational and quality management systems established Comprehensive customer feedback systems established to gather and analyse customer opinions Comprehensive ongoing monitoring of performance in respect of key service criteria Regular review of relevant competition on a local, regional and national basis | 3 | 3 | 9 |
| 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. Robust operational and quality management systems established Ongoing external and internal audit and inspection regimes | 4 | 1 | 4 |
| 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 Corporate ICT recovery plan established as part of business continuity plan All data backed up daily Corporate ICT systems housed in a secure environment | 4 | 2 | 8 |
| 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 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 | 3 | 2 | 6 |
| Fraud or financial error | Financial loss, reputational damage, regulatory action, client dissatisfaction | 3 | 2 | 6 | Financial control procedures established and audited regularly Scheme of delegation established with separation of duties, authorisation limits and regular board reporting Insurable risks covered where possible | 3 | 2 | 6 |
| 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 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 actions Comprehensive monitoring of financial and operational performance | 3 | 2 | 6 |

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|--|--|--|--|--|--|--|--|--|
| | | | | | 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 | | | |
|--|--|--|--|--|--|--|--|--|

RISK ANALYSIS:

(continued)

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| POTENTIAL RISK | POTENTIAL IMPACT | SEVERITY | LIKELIHOOD | WEIGHTING | MITIGATING ACTIONS | RESIDUAL SEVERITY | RESIDUAL LIKELIHOOD | RESIDUAL WEIGHTING |
|--|--|----------|------------|-----------|--|-------------------|---------------------|--------------------|
| Loss of key staff | Negative impact on operational and financial performance, loss of divisional and corporate knowledge, damage to relationships with client partners | 2 | 4 | 8 | Established and properly resourced Executive Management Team, Senior Management Team and Divisional teams. Clear policies and procedures in respect of internal communication, knowledge management and quality management systems Proactive recruitment policies in order to identify and appoint relevant staff. Comprehensive training, appraisal and personal development policies and procedures to ensure appropriate progression of staff. Comprehensive succession planning across the business Establishment of appropriate notice periods to ensure that sufficient time is available for recruitment and replacement | 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 development plan Staff Partnership and Consultative committee established together with regular dialogue with staff representatives Formal recognition of key unions and regular dialogue with relevant representatives | 3 | 2 | 6 |
| Poor relationship with Oxford City Council | Client dissatisfaction, contractual dispute, negative impact on staff and customer service | 3 | 3 | 9 | Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules Establishment of Partnership Board to provide guidance and support in relationship Establishment of an agreed Annual Service Plan, with shared objectives, agreed actions and timescales Regular performance monitoring, including service standards and compliance with the annual service plan. Multi-faceted relationship between Fusion and Oxford City Council | 3 | 2 | 9 |
| Delays in delivery of major | Client and customer dissatisfaction, loss of income, financial penalties, | 3 | 3 | 9 | Professional project team and Project Manager employed to oversee delivery of works Establishment of Project Board to meet regularly to assess progress against agreed timescales and to address issues arising | 3 | 3 | 9 |

| | | | | | | | | |
|-------------------------|---|---|---|---|---|---|---|---|
| facility redevelopments | reputational damage, loss of future opportunity | 3 | 2 | 6 | 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 | 3 | 2 | 6 |
|-------------------------|---|---|---|---|---|---|---|---|

RISK ANALYSIS:

(continued)

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|-----------------------------|---|---|---|---|---|---|---|---|
| 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 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 | 3 | 2 | 6 |
|-----------------------------|---|---|---|---|---|---|---|---|

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

Severity of 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 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;

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