

FINANCIAL

F1					Links with strategic objectives
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
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	
1	To complete audit of compliance with all Fusion financial management policies and procedures and to create a relevant remedial action plan.	April - May 2010	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 2010 onwards	Action plan implemented.	DBMgr (with GMs)	
3	To implement the policies and procedures of Fusion's new children's birthday party product.	April - June 2010	Policies and procedures implemented.	DMMgr (with GMs)	
4	To implement the policies and procedures of Fusion's new aquatic product.	April - June 2010	Policies and procedures implemented.	DMMgr (with GMs)	
5	To instigate weekly trading meetings at each site. Meetings to incorporate review of previous week's income, Slice card sales and cancellations.	April 2010 and ongoing	Weekly trading meetings instigated at each site.	DBMgr (with GMs)	
6	To implement the policies and procedures of Fusion's new children's holiday activity product.	July - September 2010	Policies and procedures implemented.	DMMgr (with GMs)	
7	To prepare draft business plan projections for 2011.	September - December 2010	Business Plan projections prepared.	DBMgr (with team)	
8	To finalise detailed business plan projections for 2011.	December 2010	Business Plan projections finalised.	DBMgr (with team)	
9	To communicate detailed business plan targets and budgets to all key managers and staff.	January 2011	Business Plan targets and budgets communicated to all relevant staff.	DBMgr (with team)	
10	To amend the monthly financial reports to demonstrate performance against targets set in the original contract and against future targets.	June 2010 onwards	Client Performance report format amended.	DBMgr	

F2					Links with strategic objectives
To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive					PB 1, PB 3, Fus 1
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.	April 2010	Increases applied and customer communication undertaken.	DBMgr (with GMs)	
2	To implement revised pricing structures for Slice card memberships.	April 2010	Pricing structures implemented.	DBMgr (with GMs)	
3	To implement revised pricing structures for activities at Oxford Ice Rink. Details to be confirmed, but to include consideration of charges for under 4s.	April 2010	Pricing structures implemented.	DBMgr (with GMs)	
4	To formally review all pricing structures and levels and develop specific pricing proposals for the 2011/12 annual service plan. to specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates	September - December 2010	Pricing structures and levels formally reviewed and proposals developed for 2011/12.	DBMgr	
5	To agree pricing proposals for 2011/12	December 2010	Pricing proposals agreed.	DBMgr	
6	To agree process of consultation and communication in respect of 2011/12 pricing	January 2011	Process agreed.	DBMgr	
7	To implement agreed process of consultation and communication in respect of 2011/12 pricing	January - March 2011	Process implemented.	DBMgr (with GMs)	

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

DMMgr Divisional Marketing Manager

ANNUAL SERVICE PLAN

CLIENT:

OXFORD CITY COUNCIL

PERIOD:

From April 2010

To March 2011

SUBMITTED BY:

[Redacted]

Divisional Business Manager

[Redacted]

Head of Operations

[Redacted]

Director of Operations



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 2010 to March 2011.

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 2010/11, 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 2011/12 service planning process.

FINANCIAL:

2 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 2010/11 pricing proposals (including general RPI increases across core prices and the introduction of a new all-inclusive, family-orientated membership package) and planning for 2011/12 pricing.

PARTICIPATION:

8 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, introduction of a user card for all users 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, redevelopment and re-launch of the "Primetime" product, work with relevant local stakeholder groups and development of existing GP referral schemes;

- * 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 BME 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;

- * 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, IFI accreditation and development of specific programmes and activities;

- * P6 To deliver a 1% year-on-year increase in participation on the junior free swimming scheme

Key actions include creation of a specific marketing plan, implementation of a new aquatics product and development of a programme of relevant add-ons;

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

Key actions include creation of a specific marketing plan, implementation of a new 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.

CUSTOMER RELATIONS:

3 strategic objectives have been identified in respect of "customer satisfaction" issues:
* CR 1 To improve customer satisfaction with the leisure facilities by 2%
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 completion of NBS surveys;
* CR 2 To fully embed the Summit programme for cultural change
Key action is delivery of action plans based on a specific review of Summit implementation;
* 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 CRM procedures.

HEALTH AND SAFETY:

1 strategic objective has been identified in respect of "health and safety" issues:
* HS1 To ensure 100% compliance with Fusion H&S policies and procedures
Key actions include a complete review of compliance, regular audits and ongoing improvement plans.

FACILITY MANAGEMENT:

6 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 10:10 Challenge and to contribute to the Council's delivery of a 10% reduction in carbon emissions in 2010
Key actions include establishment of baseline figures, implementation of ISO14001 policies and procedures, review and implementation of works in respect of BMS systems, lighting, variable speed drives 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;
* FM5 To ensure that high standards of repair and maintenance are achieved at all times
Key actions include review of performance of FM subcontractors, delivery of programme of lifecycle works and management of the equipment inventory;
* FM6 To achieve Quest accreditation and score a minimum of 70% at all centres by September 2010
Key actions include submission of Quest self-assessment, IMS audit, delivery of mystery shops and implementation of relevant service improvement plans.

STAFFING:

3 strategic objectives have been identified in respect of "staffing" issues:
* S1 To ensure that the Right People are in the Right Place at the Right Time
Key actions include implementation of standard management and staffing structures, full compliance with HR policies and procedures, delivery of training and personal development plans and implementation of succession plan;
* S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall
Key actions include full compliance with HR policies and procedures, review of all job descriptions, specific promotion of Fusion as an employer of choice, 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 community
Key actions include formal analysis of current workforce, development of specific action plans and delivery of relevant training.

MARKETING:

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

* M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated
Key actions include establishment of clear protocols, identification of measurable KPIs re awareness, training to key managers and ongoing liaison with representatives from Council comms department;

* M2 To deliver a 5% increase in Bonus Slice 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 10% increase in total Slice card 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 attractive
Key actions include implementation of new products in respect of birthday parties, aquatics and Primetime, review of marketing at ice rink, launch of refreshed 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:

6 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 identification of a specific list of relevant stakeholders, development of planned consultation/liason, 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 development of 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 and ice rink programmes and delivery of improvements;

* SCD4 To create and start to implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics and Paralympics
Key actions include communication of BOA and FANS/FACS schemes and 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 GMs;

* SCD6 To positively promote the benefits of healthy living and active lifestyles
Key actions include use of SCD noticeboard and development of joint initiatives with key partners.

FACILITY DEVELOPMENTS:

4 strategic objectives have been identified in respect of "facility development" issues:

* FD1 To successfully deliver the facility redevelopment scheme at Barton Pool - on time and on budget
Key actions include ongoing consultation process and development and implementation of launch/re-launch plans;

* FD2 To successfully deliver the facility redevelopment scheme at Ferry Sports Centre - on time and on budget
Key actions include ongoing consultation process and development and implementation of launch/re-launch plans;

* FD3 To successfully deliver the facility redevelopment scheme at Blackbird Leys Leisure Centre - on time and on budget
Key actions include ongoing consultation process and development and implementation of launch/re-launch plans;

* FD4 To develop a programme of other facility development proposals in the leisure facilities
Key actions include development of relevant business cases and progression of agreed plans.

PARTNERSHIP DEVELOPMENT:

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

* PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements
Key actions include establishment and implementation of meeting schedules, full compliance with all client liaison procedures, full compliance with all reporting and positive contribution to the Partnership Board;

* PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford
Key actions include consideration of opportunities at Alexandra Park and Horspath Track;

* PD3 To support the Council in the delivery of a new competition 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 Pool, Blackbird Leys Leisure Centre, Blackbird Leys Swimming Pool, Ferry Sports Centre, Hinksey Pool, Oxford Ice Arena 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 these early stages of the contract is on the delivery of significant investment in customer-facing areas throughout the leisure facility portfolio.

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 2010 to March 2011.

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 contract commencement to date;
- * 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 '09: Partnership Board initial discussion regarding primary service objectives;
- * December '09: Presentation of draft Annual Service Plan to Partnership Board;
 - * January'10: Agreement of Annual Service Plan.

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

- * January 2010: communication to City Council's City Executive Board;
- * February 2010: communication to Fusion management team and staff;
- * March 2010: communication to customers and key stakeholders.

REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

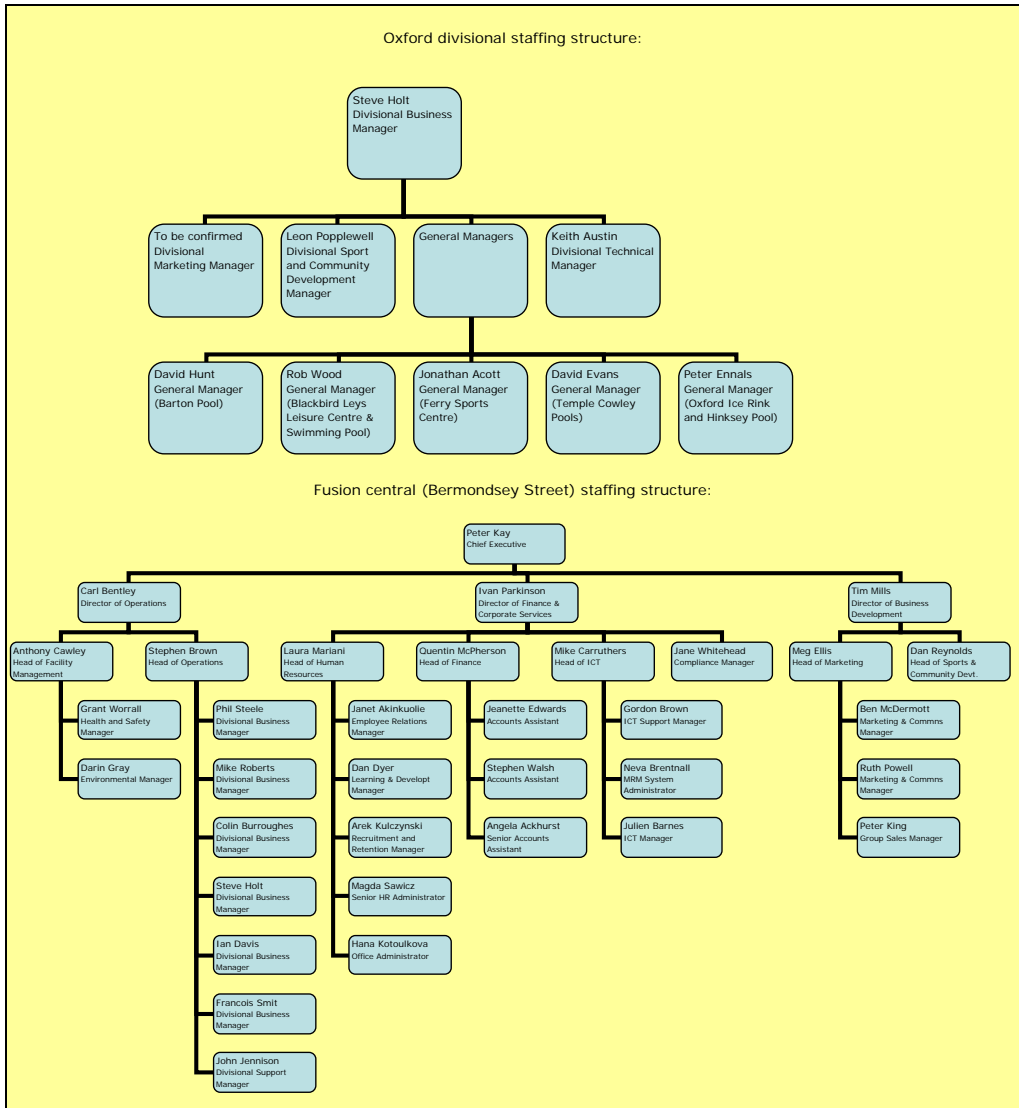
We recognise the importance of continual and consistent review and monitoring of the delivery and the impact of the Annual Service Plan.

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

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

* formal review of progress to date on the 2010/11 annual service plan at the September 2010 Partnership Board meeting.

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



PERFORMANCE REVIEW 2009

INTRODUCTION:

Fusion commenced management of the City Council's seven leisure facilities on March 30th 2009. Accordingly, this Performance Review covers the period from March to November 2009. Typically, the Performance Review element of our Annual Service Plan will incorporate a detailed review of performance against the annual service plan for the previous year. In this case, as we are in the first year of this contract, no such previous annual service plan exists. As a result, this Performance Review incorporates a range of elements as follows:

- * a review of performance against stated first year actions/targets within Fusion's BAFO submission;
- * a review of performance to date and trends as evidenced within Fusion's monthly performance reports;
- * a review of performance as evidenced in the Sport England National Benchmarking Surveys undertaken within the first couple of months of the contract;
- * a review of performance as evidenced by other audits and reviews undertaken since contract commencement.
- * a review of feedback received from customers generally and, more specifically, from representatives of the formal User Groups at each of the leisure facilities.

FINANCIAL:

Delivery of BAFO actions/targets:

- * KEY ACHIEVEMENTS: implementation of high priority financial management systems, confirmation of 2009 budgets and relevant training to staff, establishment of improved systems of payroll management, including analysis of absence and turnover, significant increases in income derived from Slice Card direct debit memberships;
- * KEY OUTSTANDING ACTIONS: development of income generation plans across all key income areas and production of 2010 business plans and budgets;

Trends within monthly performance reports:

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Findings from the Sport England NBS:

National Benchmarking Surveys were undertaken at Barton Pool, Blackbird Leys Leisure Centre, Ferry Sports Centre and Hinksey Pool in July 2009 and the associated reports incorporate conclusions in respect of financial performance at the facilities. The key conclusions from the surveys were as follows: (Please note that the NBS reports produced in September 2009 were based on financial performance levels at the relevant facilities in the year prior to the commencement of this contract).

- * Barton Pool: "weak" financial performance - top quartile in income per visit and secondary income per visit, 3rd quartile for direct income per visit and bottom quartile for subsidy per visit, cost recovery, subsidy per sqm, subsidy per resident, operating cost per visit, energy costs per sqm, income per sqm.
- * Blackbird Leys Leisure Centre: "weak" financial performance - top quartile for income per visit and secondary income per visit, 3rd quartile for R&M costs and direct income per visit, 2nd quartile for operating cost per sqm, energy costs per sqm and bottom quartile for subsidy per visit, cost recovery, subsidy per sqm, subsidy per resident, income per sqm.
- * Ferry Sports Centre: "weak" financial performance - 3rd quartile in operating cost per visit, income per sqm and direct income per visit, 2nd quartile in subsidy per visit, cost recovery, R&M costs and income per visit and bottom quartile in subsidy per sqm, subsidy per resident, operating costs per sqm, energy costs per sqm, secondary income per visit. (NB. The 2007 NBS report for FSC demonstrated "very good" financial performance, based on 2006/07 figures).
- * Hinksey Pool: "weak" financial performance - 3rd quartile in operating costs per sqm, 2nd quartile in subsidy per resident, energy costs per sqm, income per visit and bottom quartile in subsidy per visit, operational recovery, subsidy per sqm, maintenance costs per sqm, income per sqm.

PARTICIPATION:

Delivery of BAFO actions/targets:

- * KEY ACHIEVEMENTS: implementation of attrition and cancellation monitoring and reporting procedures, installation of Gladstone MRM with associated participation measurement systems, implementation of subscription membership sales and monitoring processes, introduction and promotion of free swimming for over 60s;
- * KEY OUTSTANDING ACTIONS: completion of full access audits at each facility and development of appropriate access statements and action plans to reduce and remove access barriers to participation, implementation of full action plan in respect of swimming

Trends within monthly performance reports:

There are a range of measures in respect of participation within the context of this contract. These measures and performance to date are described below:

- * increase participation in adult sport by 1% in year 1: comparative figures not yet available;
- * increase total usage of the facilities by 2% in year 1: comparative figures (April - October) present a range of apparent anomalies, but include increases at Barton Pool (7%), Blackbird Leys Leisure Centre (74%), Hinksey Pool (3%) and Temple Cowley Pools (17%) and decreases at Blackbird Leys Swimming Pool (39%), Ferry Sports Centre (8%), Oxford Ice Rink (40%) and overall (4%);
 - * increase Bonus Slice card membership by 2% in year 1: comparative figures not yet available;
 - * increase the total number of Slice card members by 5% in year 1: comparative figures not yet available;
 - * participation by users resident in the most deprived wards: comparative figures not yet available;
 - * participation by new users: comparative figures not yet available;
 - * participation by members of BME groups: comparative figures not yet available;
 - * participation by those with disabilities: comparative figures not yet available;
 - * participation by those qualifying for the junior free swim scheme (April - October 2009): approximately 6,000 registered on the scheme, with circa 32,000 swims reported;
 - * participation by those qualifying for the 60+ swim scheme (April - October 2009): approximately 1,600 registered on the scheme, with circa 18,000 swims reported;

Findings from the Sport England NBS:

National Benchmarking Surveys were undertaken at Barton Pool, Blackbird Leys Leisure Centre, Ferry Sports Centre and Hinksey Pool in July 2009 and the associated reports incorporate conclusions in respect of access to and usage of the facilities. These conclusions are typically presented as participation levels by specified user groups and a range of usage indicators. The key conclusions from the surveys were as follows:

- * Barton Pool: "rather strong" access performance - top quartile for females & disadvantaged card holders, 3rd quartile for 20-59 yr olds, 60+, disabled under 60, unemployed, discount cardholders, 2nd quartile for 11-19 years olds, NS-SEC 6&7 and disabled 60+.
- * Barton Pool: "weak" usage performance - 3rd quartile in % of casual visits and bottom quartile in visits per sqm and weekly no of people visiting.
 - * Blackbird Leys Leisure Centre: "rather strong" access performance - top quartile for 11-19 year olds, NS-SEC 6&7, ethnic minorities, unemployed, discount cardholders, disadvantaged cardholders, 3rd quartile for 20-59 yr olds and bottom quartile for females, 60+ years, disabled (under and over 60).
- * Blackbird Leys Leisure Centre: "weak" usage performance - 2nd quartile in % of casual visits and bottom quartile in visits per sqm and weekly no of people visiting.
- * Ferry Sports Centre: "mixed" access performance - top quartile for 20-59 yr olds, disabled under 60, disadvantaged cardholders and first visits, 3rd quartile for 11-19 yr olds and discount card holders, 2nd quartile for 60+ year olds and NS-SEC 6&7 and bottom quartile for ethnic minorities and disabled 60+. (NB. The 2007 NBS report for FSC demonstrated "mixed" access performance, with similar weaknesses).
- * Ferry Sports Centre: "reasonable" usage performance - 3rd quartile for visits per sqm, % of casual visits and weekly visits. (NB. The 2007 NBS report for FSC demonstrated good utilisation performance).
- * Hinksey Pool: "mixed" access performance - top quartile for 60+, unemployed and discount cardholders, 3rd quartile for NS-SEC 6&7, 2nd quartile for 20-59 yr olds and disabled 60+, bottom quartile for females, ethnic minorities and disabled under 60.
- * Hinksey Pool: "mixed" usage performance - top quartile in % of casual visits and bottom quartile in visits per sqm and weekly no of people visiting.

Findings from relevant audits/discussions:

Feedback from Mystery Visits (August 2009):

- * average MV scores for "Arrival/Car Park" was 71%;
- * key strengths included general directional signage, designation of disabled parking spaces, level of car parking;
- * key areas for improvement included litter collection of car parks, designation of parent and child parking, lack of cycle racks at some sites, demarcation and presentation of some car parks, car parking charges at Oxford Ice Rink;

CUSTOMER SATISFACTION:

Delivery of BAFO actions/targets:

- * KEY ACHIEVEMENTS: implementation of PTUWYT scheme, establishment of customer notice boards, confirmation of formal customer care policy, introduction of Summit scheme and delivery of initial training, support of facility user groups.
- * KEY OUTSTANDING ACTIONS: further implementation and embedding of Summit scheme, more proactive management of customer feedback, formal establishment of user forums at each of the facilities;

Trends within monthly performance reports:

- * 1,060 PTUWYT comment slips completed year-to-date (April - October 2009)
 - * overall average scores of "excellent", "good" or "satisfactory" = 94%;
- * overall average scores of "excellent", "good" or "satisfactory" > 95% in respect of knowledgeable & friendly staff, range of activities and value for money;
 - * overall average scores of "excellent", "good" or "satisfactory" < 90% in respect of condition of building;
- * lowest site-specific overall average = 88% at Ferry Sports Centre, particularly reflecting low scores on cleanliness, ease of booking & paying and website;

Findings from the Sport England NBS:

National Benchmarking Surveys were undertaken at Barton Pool, Blackbird Leys Leisure Centre, Ferry Sports Centre and Hinksey Pool in July 2009 and the associated reports incorporate conclusions in respect of customer satisfaction in respect of the facilities. These conclusions are typically presented as a general overview and lists of identified strengths and gaps in customer satisfaction. The key conclusions from the surveys were as follows:

- * Barton Pool: "above industry average", with key strengths of helpfulness of staff, water quality, car parking, standard of coaching and key gaps of cleanliness of changing facilities, pool water temp, range of activities, activity charges, pool water quality.
- * Blackbird Leys Leisure Centre: "above industry average", with key strengths of helpfulness of staff, standard of coaching, timing of activities, ease of booking and key gaps of cleanliness of changing facilities, VFM for food and drink, quality of lighting in sports hall, quality of equipment, VFM for activities, range of activities, general cleanliness.
- * Ferry Sports Centre: "below industry average", with key strengths of helpfulness of staff, standard of coaching, timing of activities, water quality and key gaps of cleanliness of changing facilities, general cleanliness, no of people in pool, ease of booking, VFM for food and drink, pool water temp, general VFM. (NB. A review of the key satisfaction gaps identified in the 2007 NBS report for FSC shows similar scoring for cleanliness of changing facilities as the most significant cause of dissatisfaction).
- * Hinksey Pool: "above industry average", with key strengths of scheduling of activities, helpfulness of staff, water temperature and key gaps of cleanliness of changing areas, equipment, food and drink, car parking.

Findings from relevant audits/discussions:

Feedback from Mystery Visits (August 2009):

- * average MV scores for "Customer Care" was 76%, "Customer Feedback" was 41% and "Telephone Calls" was 67%;
- * key strengths included display of customer charter, general staff service, telephone answering, supply of PTUWYT forms;
- * key areas for improvement included display of customer rules/etiquette, staff service at BBLCC, provision of "you said, we did" feedback to PTUWYT, evidence of user forums, consistency of response to PTUWYT forms, consistency of telephone answering;

HEALTH AND SAFETY:

<p style="text-align: center;"><u>Delivery of BAFO actions/targets:</u></p> <ul style="list-style-type: none">* KEY ACHIEVEMENTS: completion of initial health and safety audit, implementation of key health and safety systems, identification of nominated officers, training of nominated officers;* KEY OUTSTANDING ACTIONS: implementation of "Safeguarding Children" procedures (including Code of Ethics for Swimming), review and update of relevant business continuity plans. <p style="text-align: center;"><u>Trends within monthly performance reports:</u></p> <ul style="list-style-type: none">* overall year-to-date (April - October) accident stats reflect average of 4 accidents per 10,000 visits across all leisure facilities;* average of 15 accidents per 10,000 visits at Oxford Ice Rink, average of 5 or less accidents per 10,000 visits at all other facilities;<ul style="list-style-type: none">* 3 RIDDOR-reportable accidents year-to-date (April - October), including fatality at Blackbird Leys Leisure Centre; <p style="text-align: center;"><u>Findings from relevant audits/discussions:</u></p> <p>Areas of improvement as identified in initial H&S audit (March 2009), follow-up audit (October 2009) and OHSAS audit (October 2009):</p> <ul style="list-style-type: none">* inconsistent maintenance of training records;* insufficient control of subcontractors working on sites;<ul style="list-style-type: none">* inadequate H&S inspection systems;* no formal process of risk assessment review and improvement;<ul style="list-style-type: none">* relative lack of maintenance records;* issues associated with the backlog of required maintenance works;<ul style="list-style-type: none">* housekeeping issues (specifically at Oxford Ice Rink); <p style="text-align: center;"><u>Feedback from Mystery Visits (August 2009):</u></p> <ul style="list-style-type: none">* average MV scores for "Health and Safety" was 87%;* key strengths included general standards of health and safety, H&S signage and instructions;* key areas for improvement included display of child admission policies;
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FACILITY MANAGEMENT:

<p style="text-align: center;"><u>Delivery of BAFO actions/targets:</u></p> <ul style="list-style-type: none">* KEY ACHIEVEMENTS: initial deep cleans, introduction of contract cleaners and new cleaning schedules, establishment of Base Camp service inspection system, confirmation of interim PPM and reactive maintenance arrangements, development of action plan for ISO14001 accreditation, initial implementation of Fusion integrated management system, delivery of pre-Quest assessments at each of the facilities, development of initial Quest action plans, delivery of mystery visits;* KEY OUTSTANDING ACTIONS: completion of formal environmental management assessments, full implementation of all environmental management processes and procedures, establishment of green travel plans for each facility, gaining of ISO14001 accreditation, further implementation and embedding of IMS, development of detailed Quest action plans, creation of property database, full PPM programme and 10-year lifecycle maintenance programme; <p style="text-align: center;"><u>Trends within monthly performance reports:</u></p> <ul style="list-style-type: none">* year-to-date (April - October) average of 84% of scheduled Base Camp inspections undertaken, and compliance gradually increasing (October figure = 95%);<ul style="list-style-type: none">* year-to-date (April - October) 90% of failures rectified;* utility consumption: comparative figures not yet available;* cleaning and maintenance schedule compliance not yet available; <p style="text-align: center;"><u>Findings from relevant audits/discussions:</u></p> <p style="text-align: center;"><u>Feedback from Mystery Visits (August 2009):</u></p> <ul style="list-style-type: none">* average MV scores for "Cleanliness & Housekeeping" was 71%, "Changing Rooms & Toilets" was 68%, "Equipment/Activities" was 81%, "Maintenance" was 67% and "Environment" was 64%;* key strengths included general cleaning standards, display of cleaning standards, changing facilities for children and families, general standards of maintenance, standard of gym equipment, display of environmental policies;* key areas for improvement included lack of evidence of regular cleaning checks, standard of some waste bins, consistency of high level and deep cleaning, locker maintenance, control of access to storage areas, consistency of "out of order" signage, state of changing and other facilities in some cases (Blackbird Leys LC, Blackbird Leys Pool, Oxford Ice Rink & Temple Cowley), display of information regarding environmental management, consistency of recycling facilities;
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STAFFING:

<p style="text-align: center;"><u>Delivery of BAFO actions/targets:</u></p> <ul style="list-style-type: none">* KEY ACHIEVEMENTS: completion of induction and high priority training, review of training needs, check of all personnel records, establishment of proactive relationship with City Council HR department;* KEY OUTSTANDING ACTIONS: establishment of formal training programme for 2010, closer working with local schools and colleges in respect of apprenticeship schemes; <p style="text-align: center;"><u>Trends within monthly performance reports:</u></p> <ul style="list-style-type: none">* year-to-date (April - October) total of 21 new staff and 15 departing staff;* unscheduled staff absence (e.g. sickness) average of 6 hours per permanent member of staff across all leisure facilities over last quarter (August - October 2009);<ul style="list-style-type: none">* worst average unscheduled absence at Temple Cowley Pool (16 hours per permanent member of staff); <p style="text-align: center;"><u>Findings from relevant audits/discussions:</u></p> <p style="text-align: center;">Feedback from Mystery Visits (August 2009):</p> <ul style="list-style-type: none">* average MV scores for "Staffing" was 75%;* key strengths included uniform, general helpfulness of staff, number of staff, response to telephone calls;* key areas for improvement included consistency of customer care standards, use of name badges, absence of staff photo boards;
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MARKETING:

<p style="text-align: center;"><u>Delivery of BAFO actions/targets:</u></p> <ul style="list-style-type: none">* KEY ACHIEVEMENTS: initial audits and improvement work re presentation of "first five yards", formal review of all programmes, confirmation of programme of user and non-user research, delivery of NBS surveys and non-user surveys, development of Oxford/Fusion brand and establishment of brand guidelines, development of proactive relationship with City Council Communications department,* KEY OUTSTANDING ACTIONS: development and full implementation of programme of retention activity, implementation of new Oxford/Fusion microsite; <p style="text-align: center;"><u>Trends within monthly performance reports:</u></p> <p style="text-align: center;">Not applicable.</p> <p style="text-align: center;"><u>Findings from relevant audits/discussions:</u></p> <p style="text-align: center;">Feedback from Mystery Visits (August 2009):</p> <ul style="list-style-type: none">* average MV scores for "Marketing" was 79%;* key strengths included range of literature, use of campaigns;* key areas for improvement included consistency of presentation of notice boards, standard of website, evidence of up-selling by staff;

SPORTS AND COMMUNITY DEVELOPMENT:

<p style="text-align: center;"><u>Delivery of BAFO actions/targets:</u></p> <ul style="list-style-type: none">* KEY ACHIEVEMENTS: formal review of all programmes (with focus on indoor activities), delivery of varied events programme (including 2012 Open Days, National Families Week, support for Oxford Youth Games and national initiatives), monitoring and promotion of free swimming scheme, support for free family swims as part of British Gas Partnership, securing of funding for free swimming lessons for target groups (for delivery between January and March 2010), liaison with School Sports Partnership in respect of annual bookings.* KEY OUTSTANDING ACTIONS: development of contract-specific SCD action plan (as part of annual service plan), recruitment of Divisional Sports and Community Development Manager, implementation of FANS and FACS, further liaison with local sports clubs and relevant national governing bodies. <p style="text-align: center;"><u>Trends within monthly performance reports:</u></p> <p style="text-align: center;">Not applicable.</p> <p style="text-align: center;"><u>Findings from relevant audits/discussions:</u></p> <p style="text-align: center;">Feedback from Mystery Visits (August 2009):</p> <ul style="list-style-type: none">* average MV scores for "Sports Development" was 58%;* key strengths included display of policy, range of programmes;* key areas for improvement included specific evidence of working with target groups, promotion of health and well-being, lack of school holiday programmes;

FACILITY DEVELOPMENTS:

<p style="text-align: center;"><u>Delivery of BAFO actions/targets:</u></p> <p>* KEY ACHIEVEMENTS: confirmation of delivery structures and establishment of Project Board, confirmation of scope of three main improvement schemes, implementation of design, project management, consultation and planning processes;</p> <p>* KEY OUTSTANDING ACTIONS: delivery of three main improvement schemes, consideration of other immediate improvement schemes as set out in BAFO;</p> <p style="text-align: center;"><u>Trends within monthly performance reports:</u> Not applicable.</p> <p style="text-align: center;"><u>Findings from relevant audits/discussions:</u> Not applicable.</p>

PARTNERSHIP DEVELOPMENT:

<p style="text-align: center;"><u>Delivery of BAFO actions/targets:</u></p> <p>* KEY ACHIEVEMENTS: signing of contract, confirmation of meeting, communication and reporting protocols and establishment of the Partnership Board;</p> <p>* KEY OUTSTANDING ACTIONS: confirmation of reporting format and use of comparative data, meaningful engagement with the Partnership Board, production and agreement of Annual Service Plan for 2010/11.</p> <p style="text-align: center;"><u>Trends within monthly performance reports:</u> Not applicable.</p> <p style="text-align: center;"><u>Findings from relevant audits/discussions:</u> Not applicable.</p>

Supporting Documentation:

Sport England National Benchmarking Survey for Barton Pool;
Sport England National Benchmarking Survey for Blackbird Leys Leisure Centre;
Sport England National Benchmarking Survey for Ferry Sports Centre;
Sport England National Benchmarking Survey for Hinksey Pool;
Mystery Visit Report for Barton Pool (August 2009);
Mystery Visit Report for Blackbird Leys Leisure Centre (August 2009);
Mystery Visit Report for Blackbird Leys Swimming Pool (August 2009);
Mystery Visit Report for Ferry Sports Centre (August 2009);
Mystery Visit Report for Oxford Ice Rink (August 2009);
Mystery Visit Report for Temple Cowley Pools (August 2009);

SERVICE PLANNING CONTEXT

INTRODUCTION:

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

- * the objectives as set out by the Partnership Board;
- * Fusion's corporate objectives as reflected in the company's 5-year Business Plan and 2010 Business Plan;
 - * the analysis of contract performance to date;
 - * the commitments and intentions set out in Fusion's BAFO tender submission;
- * the findings of the Sport England National Benchmarking Surveys undertaken in respect of 4 of the facilities;
- * the analysis of the markets affecting the leisure facilities, including industry developments, national trends, regional and local market factors.

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

PARTNERSHIP BOARD OBJECTIVES:

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

The specific themes identified for service performance in 2010/11 are as follows:

- * delivery of the various service and facility improvements set out in Fusion's tender submission (PB 1);
- * full engagement with the "10/10 Emissions Challenge" - delivery of 10% reduction in emissions in 2010 (PB 2);
- * 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, 1% increase in participation in the junior free swim scheme, 1% increase in participation in the 60+ free swim scheme (PB 3).
 - * delivery of the major facility development schemes (PB 4);
- * a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated (PB 5);
 - * improving access to the facilities (e.g. car parking) (PB 6)
- * to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford (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 2009-2014 and those objectives with specific relevance to the leisure facilities are as summarised below:

- * To tackle inequalities and support communities: "...By March 2010 we will work in partnership with the Primary Care Trust to reduce the number of children in primary schools categorised as obese. By March 2012 we will increase investment in our Leisure Centres that will improve the facilities offered and secure better value for money, increased public satisfaction and increased take-up by young people and hard to reach / raise the levels of adult participation in sport by 4% as reported by the Active People Survey undertaken by Sport England..." (OCC 1);
- * To improve the local environment, economy and quality of life: "...By March 2010 we will increase the percentage of materials recycled or composted to at least 40%..." (OCC 2);
- * To reduce crime and anti-social behaviour: "...By March 2010 we will provide free holiday activities for over one thousand young people between 5-19 in the most deprived areas in Oxford. By March 2012 we will provide free holiday activities for an additional 100 young people in the most deprived areas in Oxford..." (OCC 3);
- * To tackle climate change and promote sustainable environmental resource management: "...By March 2010 we will undertake a programme that will reduce the Council's carbon footprint by 800 tonnes per annum (8% reduction compared to 2005/06 levels). By March 2012 we will reduce carbon dioxide emissions from Oxford City Council's buildings and operations by at least 28% compared to 2005/06 levels..." (OCC 4);
- * To transform Oxford City Council by improving value for money and service performance: "...Customers first: securing better access to the Council's services, increase staff attendance to 96%..." (OCC 5).

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

- * to crystallise the Council's role in providing a Sport & Physical Activity offer;
- * to show how the Council links in to the Sport & Physical Activity national & local priorities 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 key elements:

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

FUSION CORPORATE OBJECTIVES:

Fusion's corporate vision is "to be the first choice leisure organisation, delivering a new standard in healthy active leisure", and this vision is reflected in the company's three core values of "Customer First", "Positive and Dynamic" and "Excellence".

Fusion's five-year and annual corporate business plans reflect this vision and these core values and incorporate four strategic strands as follows: "Stability and Growth", "Customer First", "Efficiency and Effectiveness" and "New Business", as well as financial targets.

The specific targets specifically established for 2010 are as follows:

- * to deliver a 5% year-on-year increase on like-for-like income across all income streams (Fus 1);
- * to deliver all facility redevelopments on time and on budget and to deliver the projected uplifts (Fus 2);
 - * to deliver a surplus margin of 5% (Fus 3);
 - * to ensure that customer satisfaction "good"/"excellent" ratings exceed 95% (Fus 4);
- * to deliver measurable improvements in like-for-like National Benchmarking Survey results (Fus 5);
 - * to reduce attrition of subscription memberships to less than 50% per annum (Fus 6);
 - * to deliver a 5% year-on-year increase in like-for-like general participation (Fus 7);
 - * to deliver a 5% year-on-year increase in like-for-like participation by target groups (Fus 8);
- * to ensure 100% compliance with Basecamp inspection regimes and to deliver an average score of at least 95% on Basecamp inspection scores (Fus 9);
 - * to deliver a 2% increase in average Quest accreditation scores across the portfolio (Fus 10);
- * to ensure 100% compliance with health and safety audit regimes and to deliver an average score of at least 90% on relevant audit scores (Fus 11);
 - * to deliver a 2% year-on-year reduction in staff turnover (Fus 12);
 - * to deliver a cross-company ratio of staff costs/income of 50% (Fus 13);
 - * to deliver a 2% year-on-year reduction on like-for-like energy consumption (Fus 14);
 - * to deliver a 20% reduction in waste production and a 20% increase in recycling (Fus 15);
 - * to win new business delivering additional turnover of £2.5million (Fus 16).

PERFORMANCE TO DATE:

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

- * mixed financial performance - good income performance on membership direct debits, mixed performance on payroll management, year-to-date performance slightly below tender expectations;
- * mixed participation performance - new detailed procedures established in respect of Slice card membership monitoring, some anomalies in comparative usage statistics, mixed performance according to NBS reports;
- * good customer satisfaction performance - establishment of customer care systems, good response to PTUWYT comment slips, generally good performance according to NBS reports, (more work required specifically at Ferry Sports Centre);
- * mixed health and safety performance - establishment of H&S systems, relatively good performance in respect of accidents per 10,000 visits (although Oxford Ice Rink needing specific attention), clear areas for improvement in light of internal and external H&S audits;
- * mixed FM performance - establishment of Base Camp, cleaning and PPM systems, mixed compliance, need for proactive planning for 2010/11;
 - * good staffing performance - TUPE transfer completed, training undertaken, staff resource regimes established, key issue is establishment of standard management and staffing structures;
 - * mixed marketing performance - need to establish dedicated marketing resource;
 - * mixed sports and community development performance - need to establish dedicated SCD resource;
- * mixed facility development performance - 3 main facility development schemes commenced, programme of substantive works still to be confirmed;
 - * good partnership development performance - meeting, reporting and communication systems established, Partnership Board established and met twice, annual service planning process commenced.

COMMITMENTS WITHIN FUSION'S TENDER SUBMISSION:

<p>Key commitments from within Fusion's "Best and Final Offer" submission:</p> <ul style="list-style-type: none">* to improve customer satisfaction with leisure services by 2% in year 2;<ul style="list-style-type: none">* to increase participation in adult sport by 2% in year 2;* to increase total usage of the Council's leisure facilities by 5% in year 2;<ul style="list-style-type: none">* to increase Bonus Slice card membership by 5% in year 2;* to increase the total number of Slice card members by 10% in year 2;* to contribute to the delivery of the Council's targets of reducing carbon emissions from Council buildings by at least 25% by 2011 compared with the 2005 base;* to provide leisure facilities which provide excellent value for money measured by subsidy per user that reduces year on year; (10% in year 2);<ul style="list-style-type: none">* to achieve Quest accreditation and score a minimum of 70% at all centres by September 2010.

SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

<p>In July 2009, Sport England National Benchmarking Surveys were undertaken at Barton Pool, Blackbird Leys Leisure Centre, Ferry Sports Centre and Hinksey Pool. The Survey processes involved an analysis of financial and usage statistics for the facilities (in year 2008/09) and sample surveys of customer satisfaction. The findings are summarised in more detail in the "Context" section of this report, but the key headlines are as follows:</p> <ul style="list-style-type: none">* "weak" financial performance across all four facilities;* "rather strong" access performance at Barton Pool and Blackbird Leys Leisure Centre and "mixed" access performance at Ferry Sports Centre and Hinksey Pool;* "weak" usage performance at Barton Pool and Blackbird Leys Leisure Centre and "mixed" usage performance at Ferry Sports Centre and Hinksey Pool;* "above industry average" customer satisfaction performance at Barton Pool, Blackbird Leys Leisure Centre and Hinksey Pool, "below industry average" performance at Ferry Sports Centre.

MARKET ANALYSIS:

<p style="text-align: center;"><u>National Context:</u></p> <p>General Consumer trends:</p> <ul style="list-style-type: none">* 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; <p style="text-align: center;">Users from BME groups:</p> <ul style="list-style-type: none">* 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 Other");* typical sport preferences amongst BME groups include weight training, martial arts, badminton, cricket and basketball. Swimming is typically not preferred; <p style="text-align: center;">Disabled Users:</p> <ul style="list-style-type: none">* 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;
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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;

Active People Surveys:

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

- * participation KPI @ 26.3% (ranked 3rd in Oxon);
- * volunteering KPI reduced to 3.6% (ranked 5th in Oxon);
- * club membership KPI @ 23.0% (ranked 4th in Oxon);
 - * tuition KPI @ 19.9% (ranked 4th in Oxon);
- * competition KPI reduced to 16.5% (ranked 4th in Oxon);
 - * satisfaction KPI @ 71.8% (ranked 4th 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 Risehurst (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).
- * initial analysis has been undertaken to ascertain the current penetration rates by the respective leisure facilities into these wards. This analysis indicates low average penetration by Ferry Sports Centre (7.67%), slightly higher penetration by Barton Pool (15.90%) and highest penetration by Temple Cowley and the Blackbird Leys facilities (21.86%).

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 are relatively low (based on NBS reports, "Active 60" memberships and 60+ free swimmers);

Users under 16:

- * current penetration/participation rates are relatively low (based on NBS reports and U16 free swimmers);

Users from BME groups:

- * relatively large BME population (16.6%) in facility catchment areas, particularly amongst under 16s (19.8%);
 - * 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:

A street survey was undertaken in October 2009. 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:

- * 63% of the sample thought that regular exercise was very important, (national average = c60%), although only 57% at Templars Square;
 - * 73% thought that they were regularly undertaking at least 5 x 30 minutes of moderate exercise, (national average = 44%);
- * of those that did exercise regularly, 19% used a leisure centre / health club (although 37% at Summertown and only 8% at Templars Square), whilst the most popular form of "independent activity" was walking/jogging in the street/parks at 87%;
- * the percentage of people wanting to do more activity was higher than the national benchmark at 76% (national figure 70%) (although only 67% at Headington), the main reason for this being "wanting to improve their health" at 84%;
- * 79% thought that "not enough time" was a major factor in preventing them doing more, significantly higher than the national average of 52%;
- * 19% stated they had exercised at another centre or club (national average 14%). Esporta (cf. Summertown) and College/University seem to be the main competitors at 33% and 25% respectively, followed by David Lloyd at 10%;
 - * key factor to be addressed according to the importance of the non-user is "lack of time";
- * 57% of the sample said they would consider using the leisure facilities, (lower than our national average for this question of 62%). The main reasons that they don't currently use were "no need" (28%) followed by "cost" (26%) and "no information" (10%);
- * the main thing that could be done to increase usage amongst these non-users, would be to "lower costs" at 54% (slightly higher than the national benchmark at 40%), followed by "more information" 30% (significantly higher than the national average at 16%), "better range of facilities/equipment" (16%), and "improved facilities" (16%).

SWOT ANALYSIS:

Strengths:

variety and geographical spread of facilities within portfolio;
smooth transfer of staff and operations in contract year 1;
implementation of IMS, 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. NBS surveys);
perceived improvements in cleaning standards;
development of meeting, reporting and monitoring regimes with the Council;
delivery and implementation of refreshed branding and joint style guide for leisure facilities;

Opportunities:

delivery of major facility developments, including opportunity to deliver integrated wet/dry facility at Blackbird Leys;
delivery of cultural change within management and staffing teams;
implementation of CRM policies and procedures;
positive impact of delivery of lifecycle/substantive works;
positive impact of ISO14001 accreditation process;
positive impact of Quest accreditation process;
recruitment of further divisional resource (marketing/sports and community development);
additional partnership working between Fusion and the Council;

Weaknesses:

age and condition of some facilities (TCP, BBLSP);
potential over-supply of pool water;
high and variable staff costs (as a percentage of income);
experience/understanding of GMs and teams in respect of financial management;
high and variable staff costs (as a percentage of income);
weak historical financial performance (cf. NBS surveys);
mixed access and usage performance (cf. NBS surveys);
consistency of application of customer care processes;
consistency of compliance with health and safety policies and procedures;
consistency of compliance with Base Camp policies and procedures;

Threats:

response of competition to major facility developments;
challenge of delivering significant increases in income and participation;
change management issues.

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)

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 agree target wards within the City and identify target streets and estates within those target wards	April 2010	Target wards and streets/estates identified and mapped	DSCDMgr (appointment tbc)
2	To establish and agree mechanism for member and user analysis to identify participation and penetration rates	April 2010	Mechanism agreed and reflected in IMS	DBMgr (with DSCDMgr)
3	To undertake member and user analysis to identify participation and penetration rates in Q4 (2009/10)	April 2010	Participation and penetration rates established	DSCDMgr (with GMs)
4	To establish all relevant participation targets for 2010/11	April 2010	Participation targets established	DBMgr (with DSCDMgr)
5	To review programmes at all facilities and identify opportunities for targeted sessions in each case	April 2010	At least one targeted session identified per facility	DSCDMgr (with DMMgr & GMs)
6	To implement targeted direct mail campaign, promoting existing benefits of bonus Slice card and specific activities	May 2010	Direct mail implemented	DMMgr
7	To identify key community groups within each of the target wards	April 2010	List of community groups created	DSCDMgr (with GMs)
8	To establish links with appropriate community groups within each of the target wards	April - June 2010		DSCDMgr (with GMs)
9	To undertake member and user analysis to identify participation and penetration rates in Q1	July 2010	Participation and penetration rates established	DSCDMgr (with GMs)
10	To introduce user card for all facility users	July - September 2010	User card introduced	DBMgr (with DSCDMgr)
11	To create and deliver discounted holiday swimming crash courses targeted at those living in deprived wards.	July - September 2010	Courses promoted and delivered.	DSCDMgr (with DMMgr & GMs)
12	To review programmes at all facilities and identify opportunities for targeted sessions in each case	August 2010	At least one targeted session identified per facility	DSCDMgr (with DMMgr & GMs)
13	To implement targeted flyer/voucher campaign (e.g. at relevant takeaway outlets), promoting existing benefits of bonus Slice card and specific activities	September 2010	Flyer/voucher campaign implemented	DMMgr
14	To undertake member and user analysis to identify participation and penetration rates in Q2	October 2010	Participation and penetration rates established	DSCDMgr (with GMs)
15	To undertake member and user analysis to identify participation and penetration rates in Q3	January 2011	Participation and penetration rates established	DSCDMgr (with GMs)

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 and agree mechanism for member and user analysis to identify participation and penetration rates	April 2010	Mechanism agreed and reflected in IMS	DBMgr (with DSCDMgr)
2	To undertake member and user analysis to identify participation and penetration rates in Q4 (2009/10)	April 2010	Participation and penetration rates established	DSCDMgr (with GMs)
3	To establish all relevant participation targets for 2010/11	April 2010	Participation targets established	DBMgr (with DSCDMgr)
4	To ensure that specific core literature in centre around activities for 60+ customers is available and up to date	June 2010	Full set of literature permanently available	DMMgr
5	To ensure that information for 50+ target group is readily accessible on the website	June 2010	Information ever present and up to date online	DMMgr
6	To develop "Primetime" or equivalent brand/product with associated induction and CRM systems and procedures likely to include Older Peoples Network, Age Concern, Neighbourhood Care, Civic centres, surgeries, Veterans Sports Clubs	April - June 2010	Brand/product developed	DMMgr (with DBMgr & GMs)
7	To identify potential partners who can support the development of activities and increase in participation by people aged over 50.	April - June 2010	Partners identified.	DSCDMgr (with GMs)
8	To develop a specific joint initiative re increasing 50+ participation with at least one identified stakeholder.	July 2010	Joint initiatives identified.	DSCDMgr
9	To implement the agreed joint initiative re increasing 50+ participation.	July - December 2010	Joint initiatives implemented.	DSCDMgr
10	To review existing GP referral schemes and create action plan to increase scope and take-up.	April - June 2010	Review undertaken and action plan created.	DSCDMgr (with GMs)
11	To implement the action plan re increasing take-up of GP referral schemes.	July - December 2010	Action plan implemented.	DSCDMgr (with GMs)
12	To undertake member and user analysis to identify participation and penetration rates in Q1	July 2010	Participation and penetration rates established	DSCDMgr (with GMs)
13	To implement launch campaign for "Primetime" product	July - September 2010	Campaign implemented	DMMgr (with DBMgr & GMs)
14	To launch "Primetime" product To include consideration of International Older People's Day	September 2010	Product launched	DMMgr (with DBMgr & GMs)
15	To undertake member and user analysis to identify participation and penetration rates in Q2	October 2010	Participation and penetration rates established	DSCDMgr (with GMs)
16	To undertake member and user analysis to identify participation and penetration rates in Q3	January 2011	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 and agree mechanism for member and user analysis to identify participation and penetration rates	April 2010	Mechanism agreed and reflected in IMS	DBMgr (with DSCDMgr)
2	To undertake member and user analysis to identify participation and penetration rates in Q4 (2009/10)	April 2010	Participation and penetration rates established	DSCDMgr (with GMs)
3	To establish all relevant participation targets for 2010/11	April 2010	Participation targets established	DBMgr (with DSCDMgr)
4	To implement the policies and procedures of Fusion's new children's birthday party product.	April - June 2010	Policies and procedures implemented.	DMMgr (with GMs)
5	To implement the policies and procedures of Fusion's new aquatic product.	April - June 2010	Policies and procedures implemented.	DMMgr (with GMs)
6	To identify potential partners who can support the development of activities and increase in participation by people aged under 16.	April - June 2010	Partners identified.	DSCDMgr (with GMs)
7	To develop a specific joint initiative re increasing under 16 participation with at least one identified stakeholder.	July 2010	Joint initiatives identified.	DSCDMgr
	To include consideration of support for Oxford Youth Games and Oxford Sports Awards.			
8	To implement the agreed joint initiative re increasing under 16 participation.	July - December 2010	Joint initiatives implemented.	DSCDMgr
9	To undertake member and user analysis to identify participation and penetration rates in Q1	July 2010	Participation and penetration rates established	DSCDMgr (with GMs)
10	To implement the policies and procedures of Fusion's new children's holiday activity product.	July - September 2010	Policies and procedures implemented.	DMMgr (with GMs)
11	To review school use of all facilities and identify action plan for increasing scope and take-up.	April - June 2010	Review undertaken and action plan created.	DSCDMgr (with GMs)
12	To implement the relevant action plan re increasing school use.	July - September 2010	Action plan implemented.	DSCDMgr (with GMs)
13	To draw up a programme of outreach activity and visits with relevant local schools	July - September 2010	Programme created.	DSCDMgr (with DMMgr & GMs)
14	To undertake agreed programme of school outreach activity.	October 2010 March 2011	Programme undertaken.	DSCDMgr (with DMMgr & GMs)
15	To undertake member and user analysis to identify participation and penetration rates in Q2	October 2010	Participation and penetration rates established	DSCDMgr (with GMs)
16	To review all junior development activities and create an action plan for improvement and change.	October - December 2010	Review undertaken and action plan created.	DSCDMgr (with GMs)
	Review to incorporate consideration of sports coaching offers, junior gym provision etc.			
17	To implement agreed action plan for improving junior development activities.	January - March 2011	Action plan implemented.	DSCDMgr (with GMs)
18	To undertake member and user analysis to identify participation and penetration rates in Q3	January 2011	Participation and penetration rates established	DSCDMgr (with 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 establish and agree mechanism for member and user analysis to identify participation and penetration rates	April 2010	Mechanism agreed and reflected in IMS	DBMgr (with DSCDMgr)
2	To undertake member and user analysis to identify participation and penetration rates in Q4 (2009/10)	April 2010	Participation and penetration rates established	DSCDMgr (with GMs)
3	To establish all relevant participation targets for 2010/11	April 2010	Participation targets established	DBMgr (with DSCDMgr)
4	To identify potential partners who can support the development of activities and increase in participation by people from BME groups.	April - June 2010	Partners identified.	DSCDMgr (with GMs)
5	To develop a specific joint initiative re increasing BME use with at least one identified stakeholder.	July 2010	Joint initiatives identified.	DSCDMgr
6	To implement the agreed joint initiative re increasing BME use.	July - December 2010	Joint initiatives implemented.	DSCDMgr
7	To undertake member and user analysis to identify participation and penetration rates in Q1	July 2010	Participation and penetration rates established	DSCDMgr (with GMs)
8	To deliver specific and appropriate BME awareness training for relevant managers and staff.	July - September 2010	Training delivered.	DSCDMgr (with GMs)
9	To identify "community ambassadors" with whom to work to promote accessibility to the leisure facilities for BME groups.	July - September 2010	Ambassadors identified.	DSCDMgr (with GMs)
10	To create and implement a programme of work with the community ambassadors.	October 2010 March 2011	Programme created and implemented.	DSCDMgr (with GMs)
11	To undertake member and user analysis to identify participation and penetration rates in Q2	October 2010	Participation and penetration rates established	DSCDMgr (with GMs)
12	To undertake direct mail campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2010	Campaign undertaken.	DMMgr (with DSCDMgr & GMs)
13	To undertake member and user analysis to identify participation and penetration rates in Q3	January 2011	Participation and penetration rates established	DSCDMgr (with 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 establish and agree mechanism for member and user analysis to identify participation and penetration rates	April 2010	Mechanism agreed and reflected in IMS	DBMgr (with DSCDMgr)
2	To undertake member and user analysis to identify participation and penetration rates in Q4 (2009/10)	April 2010	Participation and penetration rates established	DSCDMgr (with GMs)
3	To establish all relevant participation targets for 2010/11	April 2010	Participation targets established	DBMgr (with DSCDMgr)
4	To undertake specific access surveys for each of the leisure facilities and to create a relevant action plan in respect of each survey.	April - June 2010	Surveys undertaken and action plans created.	DSCDMgr (with GMs)
5	To implement the agreed action plans in respect of access surveys.	July - December 2010	Action plans implemented.	DSCDMgr (with GMs)
6	To identify potential partners who can support the development of activities and increase in participation by disabled people. likely to include Barton Community Disabled Activity Group, Council Disability Equality scheme	April - June 2010	Partners identified.	DSCDMgr (with GMs)
7	To develop a specific joint initiative re increased disabled usage with at least one identified stakeholder.	July 2010	Joint initiatives identified.	DSCDMgr
8	To implement the agreed joint initiative re increased disabled usage. To include consideration of International Disabled People's Day	July - December 2010	Joint initiatives implemented.	DSCDMgr
9	To undertake member and user analysis to identify participation and penetration rates in Q1	July 2010	Participation and penetration rates established	DSCDMgr (with GMs)
10	To create plan to enable the new facility developments (at Barton Pool, Blackbird Leys Leisure Centre and Ferry Sports Centre) can gain appropriate Inclusive Fitness Initiative accreditation.	July 2010	Plan created.	DSCDMgr (with GMs)
11	To implement agreed plan for IFI accreditation.	August - December 2010	Plan implemented.	DSCDMgr (with GMs)
12	To undertake member and user analysis to identify participation and penetration rates in Q2	October 2010	Participation and penetration rates established	DSCDMgr (with GMs)
13	To undertake member and user analysis to identify participation and penetration rates in Q3	January 2011	Participation and penetration rates established	DSCDMgr (with GMs)

P6 To deliver a 1% year-on-year increase in participation on the junior free swimming scheme				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create a specific marketing plan in respect of the junior free swimming scheme.	April - June 2010	Marketing plan created.	DMMgr (with DSCDMgr & GMs)
2	To implement the agreed marketing plan for promotion of junior free swimming scheme.	July 2010 - March 2011	Marketing plan implemented.	DMMgr (with DSCDMgr & GMs)
3	To implement the policies and procedures of Fusion's new aquatic product (including the promotion and management of free swimming initiatives).	April - June 2010	Policies and procedures implemented.	DMMgr (with GMs)
4	To develop a programme of promotion of appropriate add-on / sell-on activities for free swimming participants. 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.	July - September 2010	Programme developed.	DMMgr (with GMs)
5	To implement programme of promotion of add-ons to free swimming participants.	October 2010 - March 2011	Programme implemented.	DMMgr (with GMs)

P7 To deliver a 1% year-on-year increase in participation on the 60+ swimming scheme				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create a specific marketing plan in respect of the 60+ free swimming scheme.	April - June 2010	Marketing plan created.	DMMgr (with DSCDMgr & GMs)
2	To implement the agreed marketing plan for promotion of 60+ free swimming scheme.	July 2010 - March 2011	Marketing plan implemented.	DMMgr (with DSCDMgr & GMs)
3	To implement the policies and procedures of Fusion's new aquatic product (including the promotion and management of free swimming initiatives).	April - June 2010	Policies and procedures implemented.	DMMgr (with GMs)
4	To develop a programme of promotion of appropriate add-on / sell-on activities for free swimming participants.	July - September 2010	Programme developed.	DMMgr (with GMs)
5	Programme to incorporate free swimming loyalty card, access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, links with Prime Time product, Swimathon participation etc. Initiatives to include liaison and joint working with ASA.			
6	To implement programme of promotion of add-ons to free swimming participants.	October 2010 - March 2011	Programme implemented.	DMMgr (with GMs)

P8 To improve general access to all sites				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To undertake specific access surveys for each of the leisure facilities and to create a relevant action plan in respect of each survey. Survey to incorporate car parking arrangements, directional signage, entrance signage, designated adult and child spaces, car parking signage and charging, bicycle racks etc.	April - June 2010	Surveys undertaken and action plans created.	DSCDMgr (with GMs)
2	To implement the agreed action plans re access surveys.	July - December 2010	Action plans implemented.	DSCDMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager
DMMgr Divisional Marketing Manager
DSCDMgr Divisional Sports and Community Development Manager

Links with strategic objectives

PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8

Links with strategic objectives

PB 1, PB 3, OCC 1, Fus 5, Fus 8

Links with strategic objectives
PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8

Links with strategic objectives
PB 1, PB 3, OCC 1, Fus 5, Fus 8

Links with strategic objectives
PB 1, PB 3, OCC 1, Fus 5, Fus 8

Links with strategic objectives
PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8

Links with strategic objectives
PB 1, PB 3, OCC 1, Fus 5, Fus 8

Links with strategic objectives
PB 6, OCC 1, Fus 5, Fus 8

CUSTOMER RELATIONS

CR 1					Links with strategic objectives
To improve customer satisfaction with the leisure facilities by 2%					PB 1, OCC 1, OCC 5, Fus 4, Fus 5
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. <small>To include confirmation of terms of reference etc for User Groups, management surgeries and customer forums</small>	April 2010 and ongoing.	Policies and procedures implemented.	DBMgr (with GMs)	
2	To ensure that all facilities provide a "Customer Care" notice board. <small>Notice board to present information including customer care policies, PTUWYT statistics, detailed "you said, we did" feedback, details of customer forums and management surgeries, customer rules and etiquette.</small>	April 2010	Notice boards provided and 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 2010	User Group composition and roles reaffirmed and calendar of meetings established.	DBMgr (with GMs)	
4	To consider and confirm mechanisms for providing customer information regarding pool water temperatures.	April 2010	Mechanisms confirmed.	DBMgr (with GMs)	
5	To implement relevant mechanisms for providing customer information re pool water temperatures.	April - June 2010	Mechanisms implemented.	DBMgr (with GMs)	
6	To hold open customer forums at each leisure facility.	April - June 2010	Customer forums held.	DBMgr (with GMs)	
7	To hold management surgeries at each leisure facility.	July - September 2010	Management surgeries held.	DBMgr (with GMs)	
8	To undertake National Benchmarking Survey (including customer satisfaction) at Oxford Ice Rink and Temple Cowley Pools.	July - September 2010	Surveys undertaken.	DBMgr (with GMs)	
9	To review the NBS reports and develop a relevant action plan.	October 2010	Reports undertaken and action plan developed.	DBMgr (with GMs)	
10	To implement the relevant action plan re NBS reports.	November - December 2010	Action plan implemented.	DBMgr (with GMs)	
11	To hold open customer forums at each leisure facility.	October - December 2010	Customer forums held.	DBMgr (with GMs)	
12	To hold management surgeries at each leisure facility.	January - March 2011	Management surgeries held.	DBMgr (with GMs)	

CR 2					Links with strategic objectives
To fully embed the Summit programme for cultural change					PB 1, OCC 1, OCC 5, Fus 4, Fus 5
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	
1	To undertake a full assessment of the level and scope of understanding of the Summit programme within Oxford staff and to develop a relevant remedial action plan.	April 2010	Assessment undertaken and action plan created.	DBMgr (with GMs)	
2	To implement the relevant action plan re implementation of Summit.	April - September 2010	Action plan implemented.	DBMgr (with GMs)	

CR 3					Links with strategic objectives
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
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	
1	To review mechanisms for measuring baseline membership numbers and attrition levels.	April 2010	Review undertaken.	DBMgr (with GMs)	
2	To deliver training to ensure that all relevant managers and staff understand these mechanisms.	April 2010	Training delivered.	DBMgr (with GMs)	
3	To implement Fusion's CRM policies and procedures.	April - June 2010	Policies and procedures implemented.	DBMgr (with GMs)	
4	To develop a calendar of retention activity for Slice Card members.	April - June 2010	Calendar developed.	DBMgr (with GMs)	
5	To implement agreed calendar of retention activity.	July 2010 - March 2011	Calendar implemented.	DBMgr (with GMs)	

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

HEALTH AND SAFETY

To ensure 100% compliance with Fusion H&S policies and procedures					Links with strategic objectives
HS1	Action	Timescale	Target / KPI	Lead Manager	Fus 11
1	To undertake an internal review of compliance with all elements of Fusion's health and safety policies and procedures and to establish a relevant remedial action plan. Review to specifically incorporate review of compliance with procedures regarding risk assessment review, control of subcontractors, control of access to storage areas.	April 2010	Review undertaken and action plan established.	DBMgr (with GMs)	
2	To implement the action plan re H&S compliance.	April - June 2010	Action plan implemented.	DBMgr (with GMs)	
3	To ensure relevant attendance at quarterly Health and Safety Working Party.	April - June 2010	Working Party attended.	DBMgr (with GMs)	
4	To provide a health and safety notice board at all leisure facilities Notice boards to provide information re accident stats, safety tips etc.	April 2010	Notice boards provided.	DBMgr (with GMs)	
5	To undertake review of Q1 accident and incident trends and to draw up a relevant remedial action plan.	July 2010	Review undertaken and action plan established.	DBMgr (with GMs)	
6	To implement the remedial action plan in respect of accident and incident trends.	July - September 2010	Action plan implemented.	DBMgr (with GMs)	
7	To facilitate formal audit by Fusion H&S Manager.	July - September 2010	Audit undertaken	DBMgr (with GMs)	
8	To draw up and implement relevant action plan in response to formal H&S audit.	July - September 2010	Action plan implemented.	DBMgr (with GMs)	
9	To ensure relevant attendance at quarterly Health and Safety Working Party.	July - September 2010	Working Party attended.	DBMgr (with GMs)	
10	To undertake review of Q2 accident and incident trends and to draw up a relevant remedial action plan.	October 2010	Review undertaken and action plan established.	DBMgr (with GMs)	
11	To implement the remedial action plan in respect of accident and incident trends.	October - December 2010	Action plan implemented.	DBMgr (with GMs)	
12	To facilitate formal external (OHSAS) audit of health and safety management policies and procedures.	October - December 2010	OHSAS audit undertaken.	DBMgr (with GMs)	
13	To draw up and implement relevant action plan in response to OHSAS audit.	October - December 2010	Action plan implemented.	DBMgr (with GMs)	
14	To ensure relevant attendance at quarterly Health and Safety Working Party.	October - December 2010	Working Party attended.	DBMgr (with GMs)	
15	To undertake review of Q3 accident and incident trends and to draw up a relevant remedial action plan.	January 2011	Review undertaken and action plan established.	DBMgr (with GMs)	
16	To implement the remedial action plan in respect of accident and incident trends.	January - March 2011	Action plan implemented.	DBMgr (with GMs)	
17	To ensure relevant attendance at quarterly Health and Safety Working Party.	January - March 2011	Working Party attended.	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					Links with strategic objectives
Fus 9					
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	
1	To ensure 100% compliance with Base Camp inspection regime.	April 2010 and ongoing.	100% of scheduled Base Camp inspections undertaken.	GMs	
2	To review nature of Base Camp failures in Q4 2009/10 and create relevant remedial action plan.	April 2010	Review undertaken and action plan created.	DBMgr (with GMs)	
3	To implement relevant remedial action plan re Base Camp failures.	April - June 2010	Action plan implemented.	DBMgr (with GMs)	
4	To instigate weekly FM meetings at each of the sites				
	Meetings to incorporate review of Base Camp scores and failures, rectifications and response times	April 2010	Meetings 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).	July 2010	Revised Tables of Standards agreed.	DBMgr (with GMs)	
6	To review nature of Base Camp failures in Q1 2010/11 and create relevant remedial action plan.	July 2010	Review undertaken and action plan created.	DBMgr (with GMs)	
7	To implement relevant remedial action plan re Base Camp failures.	July - September 2010	Action plan implemented.	DBMgr (with GMs)	
8	To consider extension of use of Base Camp for inspections (e.g. for H&S, environmental standards etc) and create relevant action plan.	July - September 2010	Extended uses considered and action plan created.	DBMgr (with GMs)	
9	To implement relevant action plan re extended use of Base Camp.	October 2010 - March 2011	Action plan implemented.	DBMgr (with GMs)	
10	To review nature of Base Camp failures in Q2 2010/11 and create relevant remedial action plan.	October 2010	Review undertaken and action plan created.	DBMgr (with GMs)	
11	To implement relevant remedial action plan re Base Camp failures.	October - December 2010	Action plan implemented.	DBMgr (with GMs)	
12	To work with key client representatives to review and agree any relevant revisions to the Tables of Standards for Barton Pool, Blackbird Leys Leisure Centre and Ferry Sports Centre (in light of facility developments).	November 2010	Revised Tables of Standards agreed.	DBMgr (with GMs)	
13	To review nature of Base Camp failures in Q3 2010/11 and create relevant remedial action plan.	January 2011	Review undertaken and action plan created.	DBMgr (with GMs)	
14	To implement relevant remedial action plan re Base Camp failures.	January - March 2011	Action plan implemented.	DBMgr (with GMs)	

FM2 To engage fully with the 10:10 Challenge and to contribute to the Council's delivery of a 10% reduction in carbon emissions in 2010					Links with strategic objectives
PB 1, PB 2, OCC 4, Fus 14					
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	
1	To re-confirm findings of environment baseline studies undertaken at each of the facilities in Q4 2009/10.	April 2010	Findings reconfirmed.	DTMgr (with GMs)	
2	To provide training to GMs and relevant staff regarding ongoing measurement and monitoring of environmental inputs and outputs	April - May 2010	Training provided.	DTMgr (with GMs)	
3	To implement all ISO14001 environmental management systems and procedures in Oxford.	April - June 2010	Systems and procedures implemented.	DTMgr (with GMs)	
4	To create 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 DECs, 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.	April - June 2010	Plan created.	DTMgr (with GMs)	
5	To implement formal energy action plans.	July 2010 - March 2011	Plan implemented.	DTMgr (with GMs)	
6	To gain ISO14001 accreditation in Oxford.	July 2010	Accreditation gained.	DTMgr (with GMs)	
7	To arrange for Carbon Trust study to be undertaken at Barton Pool.	April - June 2010	Study undertaken.	DTMgr (with GM)	
8	To undertake formal review of BMS systems in relation to facility usage and make required adjustments.	April 2010	Review undertaken and adjustments completed.	DTMgr (with GMs)	
9	To hold meeting with key representatives of OCC technical team and agree a programme of joint working in respect of 10:10 Challenge and SALIX opportunities.	April 2010	Meeting held and programme agreed.	DTMgr (with DBMgr)	
10	To implement agreed programme of joint working with OCC technical team.	May 2010 - March 2011	Programme implemented.	DTMgr (with DBMgr)	
11	To identify first phase of works in respect of lighting, including installation of motion sensors, daylight level lamp control, removal of tungsten lamps and reduction of wattage levels.	April - May 2010	Works identified.	DTMgr (with GMs)	
12	To undertake relevant installation works.	June - September 2010	Works completed.	DTMgr (with GMs)	
13	To engage fully with OCC in the roll-out of CRC Energy Efficiency Scheme-compliant smart meters in leisure centre sites.	April - June 2010	Roll-out programme agreed and completed.	DTMgr (with GMs)	
14	To engage fully with OCC in agreeing programme to comply with the CRC Energy Efficiency Scheme legislation from April 2010.	April - June 2010	Programme of compliance agreed.	DTMgr (with GMs)	
15	To implement relevant CRC Energy Efficiency compliance programme.	July 2010 - March 2011	Programme implemented.	DTMgr (with GMs)	
16	To identify priority works in respect of variable speed drives on ventilation units.	April - May 2010	Works identified.	DTMgr (with GMs)	
17	To undertake relevant prioritised works re variable speed drives on ventilation units.	June - September 2010	Works completed.	DTMgr (with GMs)	
18	To incorporate appropriate works into forward programme of lifecycle works.	October - December 2010	Relevant works incorporated into programme.	DTMgr	
	Works to include replacement of inefficient air conditioning units, replacement of boilers, installation of CHP modular units.				
19	To ensure all environmental management notice boards in place and displaying relevant information.	April 2010 and ongoing	Notice boards in place and displaying relevant information.	DTMgr (with GMs)	
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.				
20	To ensure green travel plans in place at each site and communicated effectively to customers.	April - June 2010	Green travel plans in place and communicated.	DTMgr (with GMs)	
21	Improve the quality of the energy data collected and to demonstrate performance against carbon reduction targets.	May - July 2010	Client Performance report format amended.	DBMgr	

FM3 To reduce general refuse by 25% and to increase recycling waste by 25%					Links with strategic objectives
PB 1, OCC 2, Fus 15					
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	
1	To re-confirm findings of environment baseline studies undertaken at each of the facilities in Q4 2009/10.	April 2010	Findings reconfirmed.	DTMgr (with GMs)	
2	To implement all ISO14001 environmental management systems and procedures in Oxford.	April - June 2010	Systems and procedures implemented	DTMgr (with GMs)	
3	To ensure all environmental management notice boards in place and displaying relevant information.	April 2010 and ongoing	Notice boards in place and displaying relevant information.	DTMgr (with GMs)	
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.				
4	To create a specific action plan to reduce general refuse and increase recycled waste	April - June 2010	Action plan created.	DTMgr (with GMs)	
5	To implement action plan to reduce general refuse and increase recycled waste	July 2010 - March 2011	Action plan implemented.	DTMgr (with GMs)	

FM4 To ensure that high standards of cleaning are achieved at all times					Links with strategic objectives
PB 1					
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	
1	To establish programme of high level and deep cleans across all of the facilities.	April 2010	Programme established.	DBMgr (with GMs)	
2	To implement high level and deep clean schedule.	April 2010 - March 2011	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 2010	Cleaning schedules reviewed and revised.	DBMgr (with GMs)	

4	To implement revised cleaning schedules.	April - September 2010	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 2010	Cleaning schedules reviewed and revised.	DBMgr (with GMs)
6	To implement revised cleaning schedules.	October 2010 March 2011	Cleaning schedules implemented.	DBMgr (with GMs)
7	To implement system of communicating required cleaning standards and systems of inspection to customers.	April - June 2010	System implemented and communicated.	DBMgr (with GMs)

FM5 To ensure that high standards of repair and maintenance are achieved at all times					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, PB 2, OCC 2
1	To review performance of FM subcontractors in Q4 2009/10 and draw up relevant remedial action plan.	April 2010	Performance reviewed and action plan drawn up.	DTMgr	
2	To implement remedial action plan for FM performance.	April - June 2010	Action plan implemented.	DTMgr	
3	To establish consistent approach to locker repairs.	April 2010 and ongoing.	Approach established and implemented.	DTMgr (with GMs)	
4	To establish consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage).	April 2010 and ongoing.	System established and implemented.	DBMgr (with GMs)	
5	To create full property database for all leisure facilities.	April - June 2010	Database created.	DTMgr	
6	To establish programme of lifecycle maintenance works for 2010/11.	April - June 2010	Lifecycle maintenance programme established.	DTMgr	
7	To implement lifecycle maintenance programme (including substantive works) on time and on budget.	July 2010 - March 2011	Lifecycle maintenance programme implemented.	DTMgr	
8	To create full equipment inventory for all leisure facilities.	April - June 2010	Equipment inventory created.	DTMgr (with GMs)	
9	To create programme of equipment replacement/renewal for 2010/11.	April - June 2010	Replacement programme created.	DTMgr (with GMs)	
10	To implement equipment replacement programme.	July 2010 - March 2011	Programme implemented.	DTMgr (with GMs)	
11	To review performance of FM subcontractors in Q1 2010/11 and draw up relevant remedial action plan.	July 2010	Performance reviewed and action plan drawn up.	DTMgr	
12	To implement remedial action plan for FM performance.	July - September 2010	Action plan implemented.	DTMgr	
13	To review performance of FM subcontractors in Q2 2010/11 and draw up relevant remedial action plan.	October 2010	Performance reviewed and action plan drawn up.	DTMgr	
14	To implement remedial action plan for FM performance.	October - December 2010	Action plan implemented.	DTMgr	
15	To review performance of FM subcontractors in Q3 2010/11 and draw up relevant remedial action plan.	January 2011	Performance reviewed and action plan drawn up.	DTMgr	
16	To implement remedial action plan for FM performance.	January - March 2011	Action plan implemented.	DTMgr	

FM6 To achieve Quest accreditation and score a minimum of 70% at 5 agreed centres by September 2010 *					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, OCC 1, Fus 10
1	To complete and submit Quest application and self assessment forms to Quest and to agree external assessment date.	April 2010	Forms submitted and external assessment date set.	GMs (with DBMgr)	
2	To communicate confirmed external assessment date to all relevant stakeholders.	April 2010	Information communicated.	GMs (with DBMgr)	
3	To draw up relevant service improvement plan.	April 2010	Plan drawn up.	GMs (with DBMgr)	
4	To implement service improvement plan.	April - June 2010	Action plan implemented.	GMs (with DBMgr)	
5	To undertake integrated management systems audit and to update service improvement plan accordingly.	May 2010	Audit undertaken and plan updated.	GMs (with DBMgr)	
6	To deliver Internal Quest assessors training for relevant members of the management team.	April - June 2010	Training provided.	GMs (with DBMgr)	
7	To undertake programme of Quest-related mystery shops and to update the service improvement plan accordingly.	July 2010	Mystery shops undertaken and plan updated.	GMs (with DBMgr)	
8	To implement updated service improvement plan.	July - September 2010	Action plan implemented.	GMs (with DBMgr)	
9	To undertake formal Quest assessment and to score a minimum of 70% at all centres.	July 2010	Assessment undertaken and 70% score attained.	DBMgr (with GMs)	
10	To undertake Quest Internal self-assessment and update service improvement plan.	October 2010	Self assessment undertaken and plan updated.	GMs (with DBMgr)	
11	To implement updated service improvement plan.	October - December 2010	Action plan implemented.	GMs (with DBMgr)	
12	To undertake programme of Quest-related mystery shops and to update the service improvement plan accordingly.	January 2011	Mystery shops undertaken and plan updated.	GMs (with DBMgr)	
13	To implement updated service improvement plan.	January - March 2011	Action plan implemented.	GMs (with DBMgr)	
14	Undertake Quest Internal Self assessment and draw up relevant remedial action plan	April 2011	Action plan implemented.	GMs	

* Blackbird Leys Leisure Centre, Ferry Sports Centre, Hinksey Pool, Oxford Ice Rink & Barton Pool due for review in November 2010.

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager
DTMgr Divisional Technical Manager

STAFFING

S1 To ensure that the Right People are in the Right Place at the Right Time					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, Fus 1, Fus 4, Fus 12, Fus 13
1	To ensure the full implementation of Fusion's standard divisional and site staffing structures (in full consultation with the Council).	April - June 2010	Staffing structures in place	DBMgr (with GMs)	
2	To formally assess compliance with Fusion's HR policies and procedures and to create a relevant remedial action plan.	April - June 2010	Assessment undertaken and action plan created.	DBMgr (with GMs)	
3	To implement relevant action plan re compliance with HR policies and procedures.	July 2010 - September 2010	Action plan implemented.	DBMgr (with GMs)	
4	To ensure the completion of formal annual appraisals for all staff within Oxford.	April - June 2010	Appraisals completed.	DBMgr (with GMs)	
5	To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central HR team).	April - June 2010	Training and development plan drawn up.	DBMgr (with GMs)	
6	To implement agreed training and development plan.	August 2010 - March 2011	Training and development plan implemented.	DBMgr (with GMs)	
7	To deliver relevant coaching / appraisal / personal development training to all line managers.	October - December 2010	Training delivered.	DBMgr (with GMs)	
8	To ensure the completion of all six-monthly staff reviews within Oxford and create Personal Development Plans for all staff.	November 2010 - January 2011	Reviews completed and Personal Development Plans created.	DBMgr (with GMs)	
9	To create specific management and senior staffing Succession Plan in Oxford.	October - December 2010	Succession Plan created.	DBMgr (with GMs)	
10	To implement relevant elements of Succession Plan.	January - March 2011	Succession Plan implemented.	DBMgr (with GMs)	

S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, Fus 12
1	To ensure 100% compliance with all Fusion policies and procedures, specifically in respect of recruitment, initial induction and internal communication.	April 2010 and ongoing.	100% compliance achieved.	DBMgr (with GMs)	
2	To undertake a review of all job descriptions for all members of staff and complete necessary updates.	April - June 2010	Review undertaken and updates completed.	DBMgr (with GMs)	
3	To ensure maximum participation in the Fusion Colleague Engagement Survey.	April 2010	Minimum of 60% participation achieved.	DBMgr (with GMs)	
4	To reaffirm and clarify calendar of operational meetings across the Oxford contract.	April 2010	Calendar of meetings confirmed.	DBMgr (with GMs)	
5	To implement agreed calendar accordingly.	April 2010 - March 2011	Calendar implemented.	DBMgr (with GMs)	
6	To create a programme of promotion to establish Fusion as an employer of choice in Oxford.	April 2010	Programme created.	DBMgr (with DMMgr)	
7	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2010	Programme implemented.	DBMgr (with DMMgr)	
8	To introduce a formal staff suggestion scheme.	April 2010	Scheme introduced.	DBMgr	
9	To ensure the completion of formal annual appraisals for all staff within Oxford.	April - June 2010	Appraisals completed.	DBMgr (with GMs)	
10	To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central HR team).	April - June 2010	Training and development plan drawn up.	DBMgr (with GMs)	
11	To implement agreed training and development plan.	August 2010 - March 2011	Training and development plan implemented.	DBMgr (with GMs)	
12	To deliver relevant coaching / appraisal / personal development training to all line managers.	October - December 2010	Training delivered.	DBMgr (with GMs)	
13	To ensure the completion of all six-monthly staff reviews within Oxford and create Personal Development Plans for all staff.	November 2010 - January 2011	Reviews completed and Personal Development Plans created.	DBMgr (with GMs)	
14	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2011.	January - March 2011	Action plan created and implemented.	DBMgr (with GMs)	

S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, Fus 12
1	To undertake formal analysis of workforce by each equality strand and to create specific action plans to increase representation in each case.	April 2010	Analysis completed and action plans created.	DBMgr (with GMs)	
2	To implement the specific action plans re equality strands.	April - December 2010	Action plans implemented.	DBMgr (with GMs)	
3	To undertake formal analysis to assess effectiveness of action plans.	December 2010	Analysis undertaken.	DBMgr (with GMs)	
4	To create a programme of promotion to establish Fusion as an employer of choice in Oxford.	April 2010	Programme created.	DBMgr (with DMMgr)	
5	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2010	Programme implemented.	DBMgr (with DMMgr)	
6	To collect and analyse management information on recruitment and related issues in respect of diversity profile within the workforce.	April 2010 and ongoing.	Information collected and analysed.	DBMgr (with GMs)	
7	To deliver refresher training for all staff in respect of equality and diversity.	July - September 2010	Training delivered.	DBMgr (with GMs)	
8	To introduce a relevant mentoring programme to encourage career development and ensure that it is promoted to target groups.	October - December 2010	Programme introduced.	DBMgr (with GMs)	

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

MARKETING

M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 3, PB 5
1	To establish a clear PR communications approach in respect of the launch of the new facilities at Barton Pool, Blackbird Leys Leisure Centre and Ferry Sports Centre	April 2010	PR approach established.	DMMgr (with DBMgr)	
2	To implement the agreed approach to PR communications in respect of launches.	April - December 2010	PR approach implemented.	DMMgr (with DBMgr)	
3	To establish measurable KPIs of general awareness of the Oxford leisure facilities potentially to incorporate consideration of website hits, levels of press coverage, awareness as measured in non-user surveys	May 2010	Measurable KPIs established.	DMMgr (with DBMgr)	
4	To establish an indicative programme of general PR communications across the Oxford contract, with a specific aim of increasing awareness of the facilities.	April 2010	Programme established.	DMMgr (with DBMgr)	
5	To implement the programme of general PR communications.	April 2010 - March 2011	Programme implemented.	DMMgr (with DBMgr)	
6	To deliver relevant training to key managers and staff in respect of PR communications Training to incorporate identification of PR opportunities, gathering of testimonials, drafting of press releases, Fusion/Oxford PR protocol etc.	April - June 2010	Training delivered.	DMMgr (with DBMgr)	
7	To hold meeting with key representatives of OCC Communications and Branding team and agree a programme of joint working (specifically to communicate post May 2010 elections to support the City Council's objectives and deliver a positive voice in respect of leisure provision)	June 2010	Meeting held and programme agreed.	DMMgr (with DBMgr)	
8	To implement agreed programme of joint working with OCC Communications and Branding team	June 2010 - March 2011	Programme implemented.	DMMgr (with DBMgr)	

M2 To deliver a 5% increase in Bonus Slice card (concessionary) membership					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, PB 3, OCC 1, Fus 1, Fus 4
1	To create a specific marketing plan in respect of Bonus Slice card membership. Plan to incorporate calendar of sales promotions, retention activity, regular communication to and consultation with card holders etc.	April 2010	Plan created.	DMMgr (with GMs)	
2	To implement the agreed plan in respect of Bonus Slice card membership.	April 2010 - March 2011	Plan implemented.	DMMgr (with GMs)	
3	To agree target "deprived" wards within the City and identify target streets and estates within those target wards	April 2010	Target wards and streets/estates identified and mapped	DSCDMgr	
4	To review programmes at all facilities and identify opportunities for targeted sessions for these in deprived wards in each case	April 2010	At least one targeted session identified per facility	DSCDMgr (with DMMgr & GMs)	
5	To implement targeted direct mail campaign, promoting existing benefits of bonus Slice card and specific activities to those in deprived wards	May 2010	Direct mail implemented	DMMgr	
6	To identify key community groups within each of the target "deprived" wards	April 2010	List of community groups created	DSCDMgr (with GMs)	
7	To establish links with appropriate community groups within each of the target wards	April - June 2010	Links established	DSCDMgr (with GMs)	
8	To create and deliver discounted holiday swimming crash courses targeted at those living in deprived wards.	July - September 2010	Courses promoted and delivered.	DSCDMgr (with DMMgr & GMs)	
9	To review programmes at all facilities and identify opportunities for targeted sessions for these in deprived wards in each case	August 2010	At least one targeted session identified per facility	DSCDMgr (with DMMgr & GMs)	
10	To implement targeted flyer/voucher campaign (e.g. at relevant takeaway outlets), promoting existing benefits of bonus Slice card and specific activities	September 2010	Flyer/voucher campaign implemented	DMMgr	
11	To ensure that specific core literature in centre around activities for 60+ customers is available and up to date	June 2010	Full set of literature permanently available	DMMgr	
12	To ensure that information for 50+ target group is readily accessible on the website	June 2010	Information ever present and up to date online	DMMgr	
13	To identify potential partners who can support the development of activities and increase in participation by people aged over 50.	April - June 2010	Partners identified.	DSCDMgr (with GMs)	
14	likely to include Older Peoples Network, Age Concern, Neighbourhood Care, Civic centres, surgeries, Veterans Sports Clubs				
15	To develop a specific joint initiative with at least one identified stakeholder.	July 2010	Joint initiatives identified.	DSCDMgr	
16	To implement the agreed joint initiative.	July - December 2010	Joint initiatives implemented.	DSCDMgr	
17	To identify potential partners who can support the development of activities and increase in participation by disabled people.	April - June 2010	Partners identified.	DSCDMgr (with GMs)	
18	To develop a specific joint initiative re increased disabled usage with at least one identified stakeholder.	July 2010	Joint initiatives identified.	DSCDMgr	
19	To implement the agreed joint initiative re increased disabled usage.	July - December 2010	Joint initiatives implemented.	DSCDMgr	
20	To ensure that specific core literature in centre around activities for 60+ customers is available and up to date	June 2010	Full set of literature permanently available	DMMgr	
21	To ensure that information for 50+ target group is readily accessible on the website	June 2010	Information ever present and up to date online	DMMgr	

M3 To deliver a 10% increase in total Slice card membership					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, OCC 1, Fus 1, Fus 4
1	To create a specific marketing plan in respect of Bonus Slice card membership. Plan to incorporate calendar of sales promotions, retention activity, regular communication to and consultation with card holders, Open days, outreach, liaison with Council re use of "Your Oxford", Community Discussion Forums, Council e-news etc.	April 2010	Plan created.	DMMgr (with GMs)	
2	To implement the agreed plan in respect of general Slice card membership.	April 2010 - March 2011	Plan implemented.	DMMgr (with GMs)	
	Further detail to be added.				

M4 To ensure that the products and services offered by the leisure facilities are innovative and attractive					Links with strategic objectives
					PB 1, PB 3
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	
1	To implement the policies and procedures of Fusion's new children's birthday parties product.	April - June 2010	Policies and procedures implemented.	DMMgr (with GMs)	
2	To review the effectiveness and impact of implementation of children birthday parties product.	September 2010	Review undertaken.	DMMgr (with GMs)	
3	To implement the policies and procedures of Fusion's new aquatic product.	April - June 2010	Policies and procedures implemented.	DMMgr (with GMs)	
4	To review the effectiveness and impact of implementation of new aquatic product.	September 2010	Review undertaken.	DMMgr (with GMs)	
5	To develop a specific marketing/outreach plan for Oxford Ice Rink	April 2010	Marketing/outreach plan developed.	DMMgr (with GM)	
6	<i>Incorporating regional influence</i> To implement the OIR marketing/outreach plan	April 2010 - March 2011	Marketing/outreach plan implemented.	DMMgr (with GM)	
7	To implement the policies and procedures of Fusion's new children's holiday activity product.	July - September 2010	Policies and procedures implemented.	DMMgr (with GMs)	
8	To review the effectiveness and impact of implementation of children's holiday activity product.	December 2010	Review undertaken.	DMMgr (with GMs)	
9	To implement the policies and procedures of Fusion's 50+ "Prime Time" product	September 2010	Policies and procedures implemented.	DMMgr (with GMs)	
10	To review the effectiveness and impact of implementation of Prime Time product.	December 2010	Review undertaken.	DMMgr (with GMs)	
11	To develop a specific marketing/outreach plan for encouraging corporate participation opportunities for local businesses	July 2010	Marketing/outreach plan developed.	DMMgr (with GMs)	
12	To implement the marketing/outreach plan for corporate activity	July 2010 - March 2011	Marketing/outreach plan implemented.	DMMgr (with GMs)	
13	To launch a refreshed website for the Oxford leisure facilities website to be fully accessible as per Council requirements, information to be updated, website to be used as platform for digital marketing activity, website to incorporate on-line bookings and payments	April - June 2010	Website launched.	DMMgr (with DBMGr and GMs)	
14	To establish clear policies and procedures for the management and updating of the website content to incorporate local content management	April - June 2010	Policies and procedures established.	DMMgr (with DBMGr and GMs)	
15	To continually review and improve the refreshed website	July 2010 - March 2011	Reviews undertaken and improvements implemented.	DMMgr (with DBMGr and GMs)	

M5 To establish and maintain the highest standards of facility presentation					Links with strategic objectives
					OCC 1
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	
1	To establish clear and deliverable standards in respect of facility presentation. Standards to incorporate consideration of message hierarchy, brand and style guides, future use of Aspires brand, presentation of reception desks, notice boards, third party posters and other information, posters and other internal advertising, internal signage, external signage, extent of core literature etc.	April - June 2010	Standards established.	DMMgr (with DBMGr & GMs)	
2	To create and implement an action plan in respect of facility presentation.	July - December 2010	Action plan implemented.	DMMgr (with DBMGr & GMs)	

Abbreviations:

DBMGr Divisional Business Manager
 GM General Manager
 DMMgr Divisional Marketing Manager
 DSCDMgr Divisional Sports and Community Development Manager

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 specify a list of key local stakeholder organisations and contacts within Oxford.	April 2010	List specified.	DSCDMgr
	List to include Oxford Brookes University, Oxford Sports Partnership, Oxford CSN, Oxford School Sports Partnership, Oxford PCT, Cherwell College, Oxford police, Youth & Children's Services, local community centres, Barton Obesity project, Badminton England, Amateur Swimming Association.			
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2010	Calendar established.	DSCDMgr
3	To specifically meet with relevant representatives of the Council's sports development team and to agree appropriately compatible objectives and action plan for 2010/11.	April - May 2010	Meeting held and objectives/action plan agreed.	DSCDMgr
4	To ensure attendance at all meetings of the Oxford Community Sports Network.	April 2010 and ongoing	All relevant meetings attended.	DSCDMgr
5	To develop specific joint initiatives with at least three identified stakeholders.	July 2010	Joint initiatives identified.	DSCDMgr
	To include creation of Community Badminton Hub and introduction of "No Strings" scheme in conjunction with Badminton England. Also to include work with ASA in respect of development of free swimming and work with Oxford Sports Partnership re development of "Go Active"			
6	To implement the agreed joint initiatives with at least three identified stakeholders.	July - December 2010	Joint initiatives implemented.	DSCDMgr

SCD 2 To develop positive and proactive relationships with local sports clubs				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create a register of all sports clubs and relevant organisations currently using the leisure facilities.	April - June 2010	Register created.	DSCDMgr (with GMs)
	Register to incorporate names, contact details, approximate numbers of adult and junior participants, any relevant business or development plans, Clubmark accreditation, broader objectives.			
2	To establish a calendar of regular consultation/liaison with all registered clubs.	June 2010	Calendar established.	DSCDMgr (with GMs)
3	To establish a programme of ongoing support for registered clubs, based on the outputs of consultation/liaison.	July - September 2010	Programme established.	DSCDMgr (with GMs)
	Support likely to include notice board information, inclusion on website, administrative support, coach education/Clubmark processes, concerted "Open Day" etc.			
4	To implement programme of ongoing support.	October 2010 - March 2011	Programme implemented.	DSCDMgr (with GMs)
5	To investigate other key sports clubs within Oxford and to establish a list for consultation/liaison.	July 2010	Investigation completed and list established.	DSCDMgr
6	To establish a programme of consultation/liaison with other key sports clubs.	July - September 2010	Programme established.	DSCDMgr
7	To implement programme of consultation/liaison with other key sports clubs.	October 2010 - March 2011	Programme implemented.	DSCDMgr
8	To review register of all sports clubs and relevant organisations currently using the leisure facilities.	January - March 2011	Register reviewed.	DSCDMgr (with GMs)

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	To review swimming pool programmes at Barton Pool, Temple Cowley, Blackbird Leys, Hinksey and Ferry SC (in the light of Fusion's aquatic strategy) and prepare proposals for change.	April - June 2010	Review undertaken and proposals prepared.	DSCDMgr (with GMs)
	Proposals to incorporate review of opening hours and introduction of at least one new pool-based sports/physical activity.			
2	To implement agreed proposals for change to swimming pool programmes.	July - December 2010	Agreed proposals implemented.	DSCDMgr (with GMs)
3	To review effectiveness and impact of swimming pool programme changes.	January - March 2011	Review undertaken.	DSCDMgr (with DBMgr)
4	To review sports hall programmes at Blackbird Leys and Ferry SC and prepare proposals for change.	April - June 2010	Review undertaken and proposals prepared.	DSCDMgr (with GMs)
	Proposals to incorporate review of opening hours and introduction of at least one new hall-based sports/physical activity.			
5	To implement agreed proposals for change to sports hall programmes.	July - December 2010	Agreed proposals implemented.	DSCDMgr (with GMs)
6	To review effectiveness and impact of sports hall programme changes.	January - March 2011	Review undertaken.	DSCDMgr (with DBMgr)
7	To review ice rink programme and prepare proposals for change	April 2010	Review undertaken and proposals prepared.	DSCDMgr (with GM)
	Proposals to incorporate review of opening hours, summer ice hockey league, events programme (including winter pantomime), extended development activity (e.g. ice skating instruction).			
8	To implement agreed proposals for change to ice rink programmes.	April - December 2010	Agreed proposals implemented.	DSCDMgr (with GM)
9	To review effectiveness and impact of ice rink programme changes.	January - March 2011	Review undertaken.	DSCDMgr (with GM & DBMgr)
10	To formally review opening hours at all leisure facilities and prepare proposals for change.	September 2010	Review undertaken.	DSCDMgr (with GMs)
11	To implement agreed proposals for change to opening hours.	October 2010 - March 2011	Agreed proposals implemented.	DSCDMgr (with GMs)

SCD 4 To create and start to 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 implement and communicate BOA Passport scheme across all leisure facilities.	April 2010	Scheme implemented and communicated.	DSCDMgr (with GMs)
2	To implement and communicate FANS and FACS schemes across all leisure facilities.	April 2010	Schemes implemented and communicated.	DSCDMgr (with GMs)
3	To draw up a full 2012 Olympics plan, specific to Oxford.	April - June 2010	Plan drawn up.	DSCDMgr (with DBMgr)
4	To implement relevant elements of 2012 Olympics Plan.	July 2010 - March 2011	Plan implemented.	DSCDMgr (with GMs)
5	To fully support 2012 Open Days across the leisure facilities	July 2010	2012 Open Days supported.	DSCDMgr (with GMs)

SCD 5				
To proactively explore opportunities for external funding				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish a database of potential external funding sources, at national, regional and local levels.	April - June 2010	Database established.	DSCDMgr
2	To identify specific opportunities and to develop relevant action plans.	May - July 2010	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2010 - March 2011	Action plans implemented.	DSCDMgr
4	To provide a series of workshops to GMs regarding the identification and development of funding opportunities.	September 2010	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 a "Sports and Community Development" noticeboard.	April 2010	Notice board provided.	DSCDMgr
2	To identify potential partners who can support the promotion of healthy living. To include representatives of the Barton Obesity project	April - June 2010	Partners identified.	DSCDMgr (with GMs)
3	To develop a specific joint initiative with at least one identified stakeholder.	July 2010	Joint initiatives identified.	DSCDMgr
4	To implement the agreed joint initiative.	July - December 2010	Joint initiatives implemented.	DSCDMgr

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

DSCDMgr Divisional Sports and Community Development Manager

Links with strategic objectives
PB 1, PB 3, OCC 1

Links with strategic objectives
PB 1, PB 3

Links with strategic objectives
PB 1, PB 3, OCC 1

Links with strategic objectives
PB 1

Links with strategic objectives

PB 1

Links with strategic objectives

PB 1, PB 3, OCC 1

FACILITY DEVELOPMENTS

FD1 To successfully deliver the facility redevelopment scheme at Barton Pool - on time and on budget					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, PB 4, OCC 1, Fus 2
1	To re-confirm key actions and milestones in ongoing development consultation process.	April 2010	Key actions and milestones re-confirmed.	DMMgr	
2	To support the implementation of the key action in the development consultation process.	April - November 2010	Relevant support provided.	DMMgr	
3	To re-confirm financial and service improvement objectives for the enhanced facilities at Barton Pool.	April 2010	Objectives re-confirmed.	DBMgr	
4	To draw up a specific action plan for the launch/re-launch of the enhanced facilities at Barton Pool.	April - May 2010	Action plan created.	DBMgr	
5	To implement agreed launch/re-launch action plan.	June - November 2010	Action plan implemented.	DBMgr	
6	To undertake formal review of effectiveness of launch/re-launch action plan.	January 2011	Review completed.	DBMgr	

FD2 To successfully deliver the facility redevelopment scheme at Ferry Sports Centre - on time and on budget					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, PB 4, OCC 1, Fus 2
1	To re-confirm key actions and milestones in ongoing development consultation process.	April 2010	Key actions and milestones re-confirmed.	DMMgr	
2	To support the implementation of the key action in the development consultation process.	April - November 2010	Relevant support provided.	DMMgr	
3	To re-confirm financial and service improvement objectives for the enhanced facilities at Ferry Sports Centre.	April 2010	Objectives re-confirmed.	DBMgr	
4	To draw up a specific action plan for the launch/re-launch of the enhanced facilities at Ferry Sports Centre.	April - May 2010	Action plan created.	DBMgr	
5	To implement agreed launch/re-launch action plan.	June - November 2010	Action plan implemented.	DBMgr	
6	To undertake formal review of effectiveness of launch/re-launch action plan.	January 2011	Review completed.	DBMgr	

FD3 To successfully deliver the facility redevelopment scheme at Blackbird Leys Leisure Centre - on time and on budget					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, PB 4, OCC 1, Fus 2
1	To re-confirm key actions and milestones in ongoing development consultation process.	April 2010	Key actions and milestones re-confirmed.	DMMgr	
2	To support the implementation of the key action in the development consultation process.	April - November 2010	Relevant support provided.	DMMgr	
3	To re-confirm financial and service improvement objectives for the enhanced facilities at Blackbird Leys Leisure Centre.	April 2010	Objectives re-confirmed.	DBMgr	
4	To draw up a specific action plan for the launch/re-launch of the enhanced facilities at Blackbird Leys Leisure Centre.	April - May 2010	Action plan created.	DBMgr	
5	To implement agreed launch/re-launch action plan.	June - November 2010	Action plan implemented.	DBMgr	
6	To undertake formal review of effectiveness of launch/re-launch action plan.	January 2011	Review completed.	DBMgr	

FD4 To develop a programme of other facility development proposals in the leisure facilities					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, PB 7, OCC 1
1	To develop business cases for potential facility developments within 2010/11 (including potential completion of "customer-facing" works described in BAFO), specifically to include proposals for further developments/improvements at Oxford Ice Rink.	April 2010	Business cases developed.	DBMgr	
2	To implement agreed facility developments.	April - December 2010	Agreed developments implemented.	DBMgr	
3	To develop business cases for potential facility developments to be incorporated into 2011 business planning / annual service planning processes.	July - December 2010	Business cases developed.	DBMgr	

Abbreviations:

DBMgr Divisional Business Manager
DMMgr Divisional Marketing Manager

PARTNERSHIP DEVELOPMENT

PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1
1	To fully agree the dates, agendas and required attendees for all client-contractor meetings in 2010/11. <i>To include Fusion client forums</i>	April 2010	All details agreed.	DBMgr	
2	To ensure 100% compliance with agreed client-contractor meeting arrangements	April 2010 and ongoing	100% compliance.	DBMgr	
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2010 and ongoing	100% compliance.	DBMgr	
4	To fully agree the format, content and timing of all reporting arrangements for 2010/11.	April 2010	All details agreed.	DBMgr	
5	To ensure 100% compliance with agreed reporting arrangements.	April 2010 and ongoing	100% compliance.	DBMgr	
6	To review to date implementation of the contract performance monitoring system (Q4 2009/10, Q1 2010/11) and agree any relevant amendments to systems.	April - June 2010	Review completed and relevant amendments agreed.	DBMgr	
7	To contribute positively and proactively to the Partnership Board meeting.	June 2010	Partnership Board meeting held with demonstrable contribution.	DBMgr	
8	To contribute positively and proactively to the Partnership Board meeting.	September 2010	Partnership Board meeting held with demonstrable contribution.	DBMgr	
9	To submit and present draft Annual Service Plan to Partnership Board.	December 2010	Draft Annual Service Plan submitted.	DBMgr	
10	To agree final Annual Service Plan for 2010/11 and prepare for implementation.	January - March 2011	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					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, PB 7, Fus 16
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 2010	List identified and course of action agreed.	DBMgr	
2	To implement agreed course of action in respect of additional opportunities.	April - September 2010	Course of action implemented.	DBMgr	
3	To develop a business case for the ongoing management of Alexandra Park tennis courts	April - June 2010	Business case developed.	DBMgr	

PD3 To support the Council in the delivery of a new competition pool					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, PB 7, Fus 16
1	To liaise with the Council to agree a specific course of action in supporting the project.	April 2010	Course of action agreed.	DBMgr	
2	To implement agreed course of action in respect of new pool.	April - September 2010	Course of action implemented.	DBMgr	

PD4 To support the Council in exploring the possibility of developing a residents card in Oxford					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, PB 7
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 2010	Course of action agreed.	DBMgr	
2	To implement agreed course of action in respect of residents card.	April - September 2010	Course of action implemented.	DBMgr	

PD5 To optimise the development of the partnership between Fusion and Oxford City Council					Links with strategic objectives
Action Ref.	Action	Timescale	Target / KPI	Lead Manager	PB 1, PB 7, Fus 16
1	To establish formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council <i>to include regular meetings between mutual representatives in respect of marketing/communications, technical issues, equality and diversity, HR etc.</i>	April - June 2010	Processes established.	DBMgr	
2	To implement agreed formal processes	July 2010 - March 2011	Processes implemented	DBMgr	

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

LINKS WITH OBJECTIVES

STRATEGIC OBJECTIVES	
Partnership Board Objectives	
PB1	delivery of the various service and facility improvements set out in Fusion's tender submission
PB2	full engagement with the "10/10 Emissions Challenge" - delivery of 10% reduction in emissions in 2010
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, 1% increase in participation in the junior free swim scheme, 1% increase in participation in the 60+ free swim scheme
PB4	delivery of the major facility development schemes
PB5	a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated
PB6	improving access to the facilities (e.g. car parking)
PB7	to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford
Oxford City Council Corporate Objectives	
OCC1	To tackle inequalities and support communities
OCC2	To improve the local environment, economy and quality of life
OCC3	To reduce crime and anti-social behaviour
OCC4	To tackle climate change and promote sustainable environmental resource management
OCC5	To transform Oxford City Council by improving value for money and service performance
Fusion Corporate Objectives	
Fus 1	to deliver a 5% year-on-year increase on like-for-like income across all income streams
Fus 2	to deliver all facility redevelopments on time and on budget and to deliver the projected uplifts
Fus 3	to deliver a surplus margin of 5%
Fus 4	to ensure that customer satisfaction "good"/"excellent" ratings exceed 95%
Fus 5	to deliver measurable improvements in like-for-like National Benchmarking Survey results
Fus 6	to reduce attrition of subscription memberships to less than 50% per annum
Fus 7	to deliver a 5% year-on-year increase in like-for-like general participation
Fus 8	to deliver a 5% year-on-year increase in like-for-like participation by target groups
Fus 9	to ensure 100% compliance with Basecamp inspection regimes and to deliver an average score of at least 95% on Basecamp inspection scores
Fus 10	to deliver a 2% increase in average Quest accreditation scores across the portfolio
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
Fus 12	to deliver a 2% year-on-year reduction in staff turnover
Fus 13	to deliver a cross-company ratio of staff costs/income of 50%
Fus 14	to deliver a 2% year-on-year reduction on like-for-like energy consumption

Fus 15	to deliver a 20% reduction in waste production and a 20% increase in recycling
Fus 16	to win new business delivering additional turnover of £2.5million

SERVICE PLAN AIMS	
F1	To deliver a 10% year-on-year reduction in subsidy per user
F2	To ensure that pricing structures and levels across the leisure facilities are appropriate
P1	To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City
P2	To deliver a 5% year-on-year increase in participation by users aged over 50
P3	To deliver a 5% year-on-year increase in participation by users aged under 16
P4	To deliver a 5% year-on-year increase in participation by users from BME groups
P5	To deliver a 5% year-on-year increase in participation by disabled users
P6	To deliver a 1% year-on-year increase in participation on the junior free swimming scheme
P7	To deliver a 1% year-on-year increase in participation on the 60+ swimming scheme
P8	To improve general access to all sites
CR 1	To improve customer satisfaction with the leisure facilities by 2%
CR 2	To fully embed the Summit programme for cultural change
CR 3	To deliver a reduction of at least 5% in annual attrition levels for Slice Card memberships
HS 1	To ensure 100% compliance with Fusion H&S policies and procedures
FM 1	To achieve average Base Camp inspection scores of at least 95% across all facilities
FM 2	To engage fully with the 10:10 Challenge and to contribute to the Council's delivery of a 10% reduction in carbon emissions in 2010
FM 3	To reduce general refuse by 25% and to increase recycling waste by 25%
FM 4	To ensure that high standards of cleaning are achieved at all times
FM 5	To ensure that high standards of repair and maintenance are achieved at all times
FM 6	To achieve Quest accreditation and score a minimum of 70% at all centres by September 2010
S1	To ensure that the Right People are in the Right Place at the Right Time
S2	To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall
S3	To ensure that the Fusion workforce in Oxford is as representative as possible of the local community
M1	To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated
M2	To deliver a 5% increase in Bonus Slice card membership
M3	To deliver a 10% increase in total Slice card membership
M4	To ensure that the products and services offered by the leisure facilities are innovative and attractive
M5	To establish and maintain the highest standards of facility presentation
SCD 1	To develop positive and proactive partnerships with key local stakeholders
SCD 2	To develop positive and proactive relationships with local sports clubs
SCD 3	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users
SCD 4	To create and start to implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics
SCD 5	To proactively explore opportunities for external funding

SCD 6	To positively promote the benefits of healthy living and active lifestyles
FD 1	To successfully deliver the facility redevelopment scheme at Barton Pool - on time and on budget
FD 2	To successfully deliver the facility redevelopment scheme at Ferry Sports Centre - on time and on budget
FD 3	To successfully deliver the facility redevelopment scheme at Blackbird Leys Leisure Centre - on time and on budget
FD 4	To develop a programme of other facility development proposals in the leisure facilities
PD 1	To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements
PD 2	To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford
PD 3	To support the Council in the delivery of a new competition pool at Blackbird Leys Leisure Centre
PD 4	To support the Council in exploring the possibility of developing a residents card in Oxford
PD 5	To optimise the development of the partnership between Fusion and Oxford City Council

RELEVANT SERVICE PLAN AIMS

F1, F2, P1, P2, P3, P4, P5, P6, P7, 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, FD 2, FD 3, FD 4, PD 1, PD 2, PD 3, PD 4, PD 5

FM 2, FM 5

F2, P1, P2, P3, P4, P5, P6, P7, M1, M2, M4, SCD 1, SCD 2, SCD 3, SCD 6

FD 1, FD 2, FD 3

M1

P8

FD 4, PD 2, PD 3, PD 4, PD 5

F1, P1, P2, P3, P4, P5, P6, P7, P8, CR 1, CR 2, CR 3, FM 6, M2, M3, M5, SCD 1, SCD 3, SCD 6, FD 1, FD 2, FD 3, FD4

FM 3, FM 5

P1, P3, P6

FM 2

F1, CR 1, CR 2, CR 3

F1, F2, S1, M2, M3

F1, FD 1, FD 2, FD 3

F1

CR 1, CR 2, CR 3, S1, M2, M3

P1, P2, P3, P4, P5, P6, P7, P8, CR 1, CR 2, CR 3

CR 3

P1, P2, P3, P4, P5, P6, P7, P8

FM 1

FM 6

HS 1

S1, S2, S3

F1, S1

FM 2

FM 3

PD 2, PD 3, PD 5

RELEVANT STRATEGIC OBJECTIVES

PB 1, OCC 1, OCC 5, Fus 1, Fus 2, Fus 3, Fus 13

PB 1, PB 3, Fus 1

PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
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PB 1, PB 3, OCC 1, Fus 5, Fus 8

PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
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PB 1, PB 3, OCC 1, Fus 5, Fus 8

PB 1, PB 3, OCC 1, Fus 5, Fus 8

PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
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PB 1, PB 3, OCC 1, Fus 5, Fus 8

PB 6, OCC 1, Fus 5, Fus 8

PB 1, OCC 1, OCC 5, Fus 4, Fus 5

PB 1, OCC 1, OCC 5, Fus 4, Fus 5

OCC 1, OCC 5, Fus 4, Fus 5, Fus 6

Fus 11

Fus 9

PB 1, PB 2, OCC 4, Fus 14

PB 1, OCC 2, Fus 15

PB 1

PB 1, PB 2, OCC 2

PB 1, OCC 1, Fus 10

PB 1, Fus 1, Fus 4, Fus 12, Fus 13

PB 1, Fus 12

PB 1, Fus 12

PB 3, PB 5

PB 1, PB 3, OCC 1, Fus 1, Fus 4

PB 1, OCC 1, Fus 1, Fus 4

PB 1, PB 3

OCC 1

PB 1, PB 3, OCC 1

PB 1, PB 3

PB 1, PB 3, OCC 1

PB 1

PB 1

PB 1, PB 3, OCC 1
PB 1, PB 4, OCC 1, Fus 2
PB 1, PB 4, OCC 1, Fus 2
PB 1, PB 4, OCC 1, Fus 2
PB 1, PB 7, OCC 1
PB 1
PB 1, PB 7, Fus 16
PB 1, PB 7, Fus 16
PB 1, PB 7
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 is analysed and informs operational, resource and financial planning. At Fusion's corporate level, these plans are reviewed by Board committees and by the Executive Management Team. The plans are also reviewed formerly at divisional level (e.g. health and safety and financial management) are also subject to specialist management, internal controls and compliance.

At a divisional level, the Divisional Business Manager is responsible for creating and maintaining a divisional risk register and encouraging colleagues to continually monitor the implementation and effectiveness of mitigating actions.

The risk analysis set out below represents an amalgam of relevant organisational risks as identified within Fusion's business and identified directly in respect of Fusion's delivery of services with its customers.

RISK ANALYSIS:

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING
Operational health and safety	Staff or customer injury, product or service liability, reduced ability to operate	4	3	12
Cashflow sensitivity	Inability to meet commitments, lack of liquidity to cover variance, impact on operational activities	4	2	8
Poor service provision	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	4	2	8
Increased competition	Reduced use of facilities, loss of income, reduced development potential	3	3	9
Non-compliance with relevant legislation and regulations	Fines, contractual penalties, default, censure	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
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

Fraud or financial error	Financial loss, reputational damage, regulatory action, client dissatisfaction	3	2	6
Lack of direction, strategy and forward planning	Financial loss, reputational damage, client and customer dissatisfaction	3	2	6
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
Employment disputes	Staff dissatisfaction, loss of income, disruption of business, client and customer dissatisfaction, reputational damage	3	2	6
Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9
Delays in delivery of major facility redevelopments	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	3	3	9
Deterioration of facilities	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	3	2	6

Key:

Severity of impact:

is the measure of magnitude of harm or loss that Fusion and/or Fusion's partner may suffer, ranging from 1 to 5 is "high" impact: i.e. will cause shutdown of the business leading to significant loss of money and surplus
3 is "medium" impact: i.e. will cause interruption of a critical part of the business that results in significant business loss
1 is "low" impact: i.e. will cause interruption that leads to no material loss.

Likelihood of occurrence:

is the possibility that the threat event will occur, ranging from 1 to 5, where:
5 is "high" likelihood: i.e. it is likely that the threat will occur in the next year;
3 is "medium" likelihood: i.e. it is possible that the threat will occur in the next year;
1 is "low" likelihood: i.e. it is highly unlikely that the threat will occur in the next year;

are identified and assessed. Their impact and likelihoods are kept under review and monitored on a monthly basis at each quarterly Board meeting. Specific high-risk areas include compliance monitoring and external audit on a regular basis

specific risk analysis and for working in conjunction with risks identified within the risk analysis

1 Fusion's corporate risk analysis and specific risks as set out in Oxford.

MITIGATING ACTIONS
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
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
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
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
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
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
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

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
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 out objectives, targets and planned actions
Comprehensive monitoring of financial and operational performance
Clear client liaison policies and procedures in place to ensure that forward strategy continues to be shaped by the objectives and requirements of client partners
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
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
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
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
Development of risk logs in respect of each proposed development in order to preempt and mitigate potential risks
Comprehensive programme of consultation with customers and key stakeholders
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

o 5, where:
which is capable of bankrupting the business
ut containable loss