

Additional Information for City Executive Board - Thursday 14 July 2016

3. Public Questions (Pages 3 - 8)

Public questions on item 8 – Fusion Lifestyle report were received by Mr Nigel Gibson. The responses are attached.

6. Scrutiny Committee Reports (Pages 9 - 28)

Board Member and officer responses for the recommendations of the below Scrutiny reports:-

- Report of the Equality and Diversity Review Group
- Apprentices
- Private Sector Housing Policy (post-consultation)
- Fusion Lifestyle's 2016/17 Annual Service Plan
- Grant Allocations – Monitoring Report
- Review of the Lord Mayor's Deposit Guarantee Scheme.

8. Fusion Lifestyle's 2016/ 2017 Annual Service Plan (Pages 29 - 74)

The full Fusion Lifestyle 2016/17 Annual Service Plan is attached.

Please note that Appendix 1 is the summary of the 2015/16 Fusion Lifestyle service plan not the 2016/17 plan as listed in the report.

Recommendations: That the City Executive Board resolves to endorse the Fusion Lifestyle Annual Service Plan for 2016/17.

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Agenda Item 3

Questions for City Executive Board, 14th July, Agenda Item 7 – Fusion Annual Service Plan

1. You repeatedly speak about your ambition and objective to “develop world-class facilities”:

a. How are you measuring how close current facilities are to meeting this objective?

We use internationally recognised Standards (BSI); Industry Quality Award Schemes; Benchmarking services such as the Association of Public Service Excellence. More informally, we seek to assess the quality of our provision as measured by increased usage and customer satisfaction.

b. What/where are you comparing them with?

The standards of service quality referred to above provide for a very wide range of comparators.

c. If you were to measure them on a scale between 0 and 10, where 10 is meeting your objective, what score would you give each of the leisure centres (Ferry, Barton, Blackbird Leys)?

We use the criteria and measures that are mentioned in the answer to 1(a) and these do not allow for this type of scaling.

d. How can world-class facilities not include a diving pool?

World class centres offer a wide range and mix of facilities (see the Leisure & Wellbeing Strategy 2015-2020 on the Council’s website)

2. In what way is the current provision enhancing the “quality of life for everyone”, when through the closure of Temple Cowley Pools 40,000 people are no longer able to access the same or better facilities by walking, cycling or public transport?

The new pool is less than 1.5 miles away and usage at The Leys Pools and Leisure Centres is overachieving our targets.

3. Spires Academy gym:

a. Why is there no mention of this facility in the report?

The operational management for Oxford Spires Sports and Fitness is a separate contractual agreement between Fusion Lifestyle and The Oxford Spires Academy.

b. Why is this being run separately from the main leisure contract, and charging differently?

Please see the response to 3a.

c. Where and when was this provision consulted on before spending £500,000 on it?

Within the Council’s capital budget

4. The women-only sessions at Temple Cowley Pools were well attended by muslim women.

a. How has that attendance by muslim women changed since the Council closed Temple Cowley Pools?

A programme of woman only activities that is fully staffed by females is offered at Barton Leisure Centre. Sessions are also offered at the Leys Pools and Ferry Leisure Centres. Across Oxford facilities there has been a 28 per cent increase in visits by Women and girls, in 2015/16. BME group visits have increased from 17,500 in 2009/10 to 87,500 in 2015/16.

b. Is the proportion of muslim women attending women-only sessions at Barton, Ferry and Blackbird Leys higher or lower than the proportion attending those at Temple Cowley Pools?

Combined visits by women and girls to Barton, Ferry and Leys Pools and Leisure Centres are higher than the numbers who attended sessions at Temple Cowley Pools.

c. What's the reason for this change?

Higher quality facilities, different programming, improved affordability and accessibility of the leisure facilities.

d. Why are you not concerned (IEI assessment points 9, 13) that your policy could have a differential impact on gender?

See 4c.

5. IEI 12, Differential impact on people due to their age?

a. How many people using Temple Cowley Pools in 2014 were over 50?

There were 13,400 visits by over 50s.

b. How many of that group are still using council facilities, and is there more or less frequent use?

The aggregate number of visits by older people has increased across our facilities, but it is not possible to track usage over time by individual customers.

c. How does the Council's policy to close Temple Cowley Pools not have a differential impact on people due to their age?

This matter was addressed in previous CEB reports when the replacement of the old pool was considered.

6. Usage:

a. Can you please confirm that when Temple Cowley Pools was closed you transferred the user database to Blackbird Leys Leisure Centre without reference to individual users?

Fusion Lifestyles membership database combines all Oxford facilities.

b. How many users at Temple Cowley Pools actively and voluntarily transferred to Blackbird Leys?

We have already provided this information.

7. Report, item 10. You estimate 212 tonnes of carbon dioxide per year have been avoided:

a. I assume you mean 'equivalent' as the standard measure?

In line with our current carbon management plan (and funding stream requirements) the carbon figures used are **CO₂ emissions only** not CO₂equivalent (i.e. they don't factor in other Greenhouse Gases - GHGs).

b. Does this include the carbon cost of building the pool at Blackbird Leys?

No

c. What was the carbon cost of building the pool at Blackbird Leys?

d. If you don't have a figure, why not?

The new Leys pools building was built to current planning requirements and building regulations, and achieved BREEAM Very Good certification. This involves minimising the environmental impact of the building in both the construction phase and during operation (including sustainable procurement practices).

e. What is the additional (estimate will be adequate) carbon cost from people being forced to travel by car (rather than walking and cycling) now that you have closed Temple Cowley Pools?

The construction of the new facility at Blackbird Leys has provided a more accessible, modern wet leisure centre facility to the East oxford area/Oxford region with significantly improved parking facilities as well as good public transport links (and cycle routes) to the new facility to benefit all in the area.

8. Report, item 12. Satisfaction levels

a. You reference footnotes against the figures, but they don't appear to be shown in the report (4, 5) – can you please supply that information?

Customer Satisfaction is measured through Fusions 'Please Tell Us What You Think' system.

b. How many users, and what proportion of the total users, contributed to these satisfaction ratings?

All customers are able to voluntarily provide feedback. In 2015/16 c4,000 'Please Tell Us What You Think' forms were completed by customers; this type of measurement is used across the industry, and is one of several customer feedback systems operated by Fusion Lifestyle.

c. What is being measured, and precisely what questions are being asked?

For the 'Please Tell Us What You Think' forms, overall customer percentage rating of Excellent, Good or Satisfactory.

Knowledgeable, friendly staff
Range of activities
Condition of building
Cleanliness
Value for money
Equipment
Ease of booking and paying
Ease of gaining information

Website.

Forms are located in leisure facilities or can be completed on-line.

d. Is the cohort self-selecting, or do you pick particular people to ask?

'Please Tell Us What You Think' forms are completed voluntarily by users (and non-users.)

9. Report, item 17, key targets:

a. Participation in the most deprived wards:

i. What are these wards?

Priority area postcodes across the City.

ii. What is the participation by ward for 2015/16, and projected for 2016/17?

These data are not currently available but we will review whether they could be provided in the future.

b. What was the participation by residents of Lye Valley, Cowley, Cowley Marsh at what leisure centres in 2014/15?

Please see the response to 9 a ii.

c. What was the participation by residents of Lye Valley, Cowley, Cowley Marsh at what leisure centres in 2015/16?

Please see the response to 9 a ii.

d. How has the usage by people who used to use Temple Cowley Pools changed? Do they go more or less frequently, and how many have taken no exercise since the Council closed Temple Cowley Pools?

Please see the response to 9 a ii.

10. Temple Cowley Pools provided access by walking and cycling to residents in the most densely populated area of Oxford, an area that has seen the greatest rise in population since 2000. Why are you not providing, and not planning to provide, at least equivalent access to leisure facilities to these 40,000 people (figures calculated from information provided by the Council statistician)?

The decision taken to close Temple Cowley Pool was the subject of extensive consultation. New community facilities and gyms have been introduced in East Oxford and Cowley.

11. Much was made of how the temperature of the new Blackbird Leys pool could be altered, and would be to accommodate different groups, in particularly the elderly/over 50s and other groups who regularly attended the old Blackbird Leys pool. How frequently do you change the pool temperature at Blackbird Leys now, and why?

Building Management Systems efficiently and effectively operate consistent pool water and air handling temperature ranges in line with industry practice and guidelines.

12. Reference is made to the Fusion Lifestyle 2016/17 Annual Service Plan – where is this included for public consumption?

This is provided as a background document on the Council's Issue - details web page [here](#), under Background papers.

Only the 2015/16 Plan has been included as Appendix 1. How can CEB consider approval of this report without the 2016/17 Annual Service Plan?

Appendix 1 is given as an example of the public summary leaflet for a much larger and significantly detailed full Plan. The 2016/17 Annual Service Plan has been provided as a background paper for CEB members.

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Suggested City Executive Board response to the recommendations of the Scrutiny Committee’s Equality and Diversity Review Group

Provided by the Board Member for Customer and Corporate Services

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Recommendation	Agreed? (Y / N / In part)	Comment
<p>1. That the Council undertakes comprehensive accessibility audits of its employment practices, premises, public-facing information (for instance, on the website) and externally available application forms, at appropriate intervals. Consideration should be given to how frequently these audits should take place at each workplace premises and to the setting of maximum intervals between audits.</p>	<p>N</p>	<p>Accessibility audits were previously undertaken periodically on the Council’s employment premises when we had a dedicated Equalities Officer. More typically now, officers in various service areas provide expertise (e.g. Building Control) when changes are being introduced. We also get external advice as accessibility issues arise e.g. what type of devices are needed for people with hearing difficulties to participate more effectively in meetings, use the phone, etc. There is also a dedicated budget to fund specific equipment designed to assist with accessibility. Oversight is provided by colleagues in Human Resources to ensure we keep abreast of accessibility developments. Given this approach a regular audit would require additional resourcing and cost and is unlikely to add further value</p>
<p>2. That the Council reviews recruitment branding to better target any vacancies at under-represented groups and young people, including utilising settings or channels that are less traditional to local government but more inclusive.</p>	<p>In part</p>	<p>All jobs are advertised using a range of media sources, including Job Centre Plus, Social Media and Job Boards. Increasingly we run recruitment events which prove to be a successful way of reaching out to the wider community. Dependant on the role traditional print media and community magazines have also been used, but use of these is dependent on publication dates and cost. We are doing more work with the Communication Team to look at how we can improve employer branding and our use of social media. Focus groups in the local community</p>

		were used to help identify how we could become more attractive as an employer to under-represented groups.
3. That the Council continues to promote itself as an inclusive employer through outreach activities including continuing to hold open recruitment sessions in community settings, reaching out in schools through the Business in the Community partnership, and attending job fairs and community meetings.	Y	This work is already in place and continuing. We have just held a second recruitment roadshow this year and for the first time this was held in one of our Community Centres. We aim to continue to run these events, however there is a significant cost in time and money to organise, promote and run these events and there is no budget in place to support this. The organisation will also continue to attend local job fairs as appropriate. The successful mentoring programme with Cherwell School continues and we are currently exploring whether to open this out to more educational establishments.
4. That the Council investigates opportunities to advertise multiple vacancies in community settings at low cost, which could include making use of community newspaper social media platforms, as well as community newspapers and, as long as those running them are willing, community centres.	Y	As stated above we advertise in community magazines but doing so depends on publication dates and costs. The infrequency of publication can be an issue. The HR Team will familiarise themselves with publications/dates/costs and work proactively with recruiting managers to make better use of this media. The HR Manager will also explore whether Community Centres would be willing to advertise our job vacancies on notice boards, etc.
5. That the Council makes use of its assets to promote itself as an inclusive employer, including Streetscene vehicles.	N	This is a good way of advertising but it is very expensive (e.g. advertising on a refuse lorry runs to several thousand pounds per campaign). With no budget for this unfortunately the approach is cost prohibitive.
6. That the Council reviews its Talent Management Framework and researches whether the inclusion of a more targeted talent management programme would appeal to under-represented groups, as well as what such a programme would include.	Y	This is a project that the OD team will be commencing in July 2016.

7. That the Council emphasises the value it attaches to the ability to speak a second language by including this skill in the desirable criteria for selected customer-facing job vacancies, such as Tenancy Management Officers and Customer Service Officers.	Y	The HR Manager will work with recruiting managers to recommend inclusion of a second language as a desirable criterion where appropriate.
8. That the Council undertakes a workforce skills audit with the purpose of identifying priority competencies and hidden talents that aren't currently being utilised but would benefit to the organisation, including the ability to speak a second language.	N	The Council has a good understanding of the skills of its workforce locally within services. However undertaking a large skills audit would be a significant piece of work; to determine what data needs collecting, actually collecting it and not least maintaining it. The benefits of doing such a large piece of work are unlikely to outweigh the cost when (for example) we already know who to call on for the ability to speak a second language when required.
9. That the Council considers the feasibility of having staff who are known to speak a second language 'on call' to communicate with customers who speak little or no English, and whether these staff could be rewarded with a small pay supplement.	N	It is better to have an independent translator in these situations. The language line is how we currently provide this service, however there may be more technical solutions which we could explore. We would not recommend using employees whose fluency/competency in speaking another language would be unknown.
10. That all Council employees are reminded of the Council's Fair Employment Statement and employment policies at least annually. These documents should also be prominent and easily accessible on the Council's Intranet.	Y	The HR and OD Team will be reviewing the intranet content that they hold this year to make policies more accessible. HR Matters (a monthly brief to all managers) is also be used to promote policies.
11. That all Council employees are at least annually made aware of their responsibility to challenge discriminatory language and behaviour in the workplace, wherever that may be, as matter of course.	Y	Every year each employee undertakes a self-assessment on how they position themselves against the Council's values and behaviours – one of which is about valuing diversity. This self-assessment forms the basis of a discussion with the manager and 3 development areas are agreed for the year based on the values. This gives an opportunity to discuss discriminatory language and behaviours.

12. That unconscious bias training is provided to the Council's most frequent recruiting managers and HR Business Partners. Ideally this would be followed up with annual refresher courses in order to maintain awareness and compliance with good practice.	Y	The OD Team will be designing a workshop around this in 16/17 and this can be offered to recruiting managers. The HR Team already provide recruitment training to managers and this includes information on unconscious bias.
13. That the Council identifies one or more Diversity Champions at senior levels who would help to embed equality in the workplace. These Diversity Champions could lead on communicating the importance of diversity and monitoring within the organisation and co-ordinate a calendar of activities in support of celebrations such as Black History Month, Pride, etc.	N	The OD Team have been trying to make diversity part of business as usual. Having Champions would also require additional resource to manage and coordinate. The OD Team could however work more closely with the culture team to promote events and activities.
14. That the Council identifies an elected member to oversee and externally represent the Council's equality and diversity work.	Y	This could be the responsibility of the portfolio holder that covers Equalities and Diversity, or other chosen elected member.
15. That the Council seeks to obtain better value from its status as a Stonewall Diversity Champion and, failing that, considers whether the small membership fee would be better invested in other means of tackling discrimination.	Y	Funding would be better directed on more practical activity such as the unconscious bias training. As such the proposal is not to renew the Stonewall Diversity Champion accreditation
16. That the Council continues to ask employees to review and complete their personal details, including sensitive information such as their sexual orientation, on at least an annual basis, as well as continuing to target identified data gaps. Explanation should be provided as to why sensitive personal information is held by the organisation and the wider benefits of doing so.	In part	This is regularly promoted by the HR Team and employees are encouraged to review and update their details. In May 2016 managers were asked to remind staff about this matter. We will continue to promote this and will do more this year to focus on missing information. Some employees actively choose not to record this information.
17. That the Council sets targets for increasing disclosure rates to reduce data gaps for sexual orientation, disability and ethnicity over a fixed period of time (e.g. eighteen months).	N	Targets would not assist with reducing data gaps. Whilst the HR Team can continue to encourage and promote disclosure of this information, some people actively choose not to provide this information, which is their right

		to do so.
18. That the Council maintains a watching brief on good practice in workforce equalities monitoring and continues to keep its own monitoring arrangements under review, including how questions are asked and the language used as well as the continued inclusion of a 'prefer not to say' option.	Y	The Organisational Development & Learning Manager ensures the OD team keep up to date with this.
19. That consideration is given to whether the sensitive personal data of applicants and employees requested and held by the Council should be more inclusive of transgender people. For example, the Council should consider consulting with appropriate individuals and Trade Unions on adding an appropriately worded gender identity field to its monitoring forms, with the clear purpose of building equality and identifying discrimination.	In part	We will discuss with trade union colleagues and clarify best practice in this area.
20. That the Council adopts gender-neutral terms on forms as part of its ongoing work to be as inclusive as possible, for instance, giving consideration to adding the title Mx in addition to the more established gendered titles such as Mr, Mrs, Miss and Ms.	Y	Subject to the HR software being able to include the addition of the title Mx without significant costs then this option could be added. The requirement to record a title could also be made optional rather than mandatory, again depending on the ability to change the software.
21. That consideration is given to whether there is merit in phasing out the use of titles on Council forms and databases over the medium term.	N	We do not consider that we should take away the ability for people to use a title on a job application, although it could be made optional.

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Suggested City Executive Board response to the recommendations of the Scrutiny Committee on Apprentices

Provided jointly by:

Board Member for Young People, Schools and Skills, and

Board Member for Customer and Corporate Services

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<i>Recommendation</i>	<i>Agreed? (Y / N / In part)</i>	<i>Comment</i>
1. That consideration is given to extending the eligibility criteria for apprenticeships beyond the OX1 to OX4 postcode areas but with a preference for appointing applicants with these postcodes.	Y	The eligibility criteria is important as it gives opportunities to candidates living in the city and needing support - this will still be a priority. However given the significant increase in the number of apprenticeships being recruited and to ensure a rich pool of candidates the extension of postcodes was trialled this year with success and this will form part of future campaigns.
2. That consideration is given to making apprenticeship opportunities available to applicants aged 20-24.	Y	This will allow the Council to better target NEETs and facilitate a route into work for early career changers and women entering work for the first time (where having and managing families might have interrupted school/ college studies and reduced career opportunities).
3. That a more co-ordinated approach is taken in schools to raise awareness of apprenticeship and work experience opportunities and promote them to pupils and their parents.	Y	<p>The Business in the Community partnership work over the past two years has enabled the Council to work with schools to deliver apprenticeship workshops, talks for specific school year groups, career workshops and a city wide apprenticeship “Earn while you Learn” awareness raising event (attended by over 100 students who had declared an interest in apprenticeships). The next stage of a more co-ordinated approach will feature a series of parents evening workshops with a presentation on local labour market information put together by our economic development team. These colleagues will also be presenting at an “Educating the Educators” BiTC event on July 13th geared at informing careers advisors and teachers with work experience/ careers responsibilities.</p> <p>The Council will further develop its work experience offering in consultation with schools during the summer and early Autumn</p>

<p>4. That a particular focus is put on encouraging Black and Minority Ethnic pupils to take up work experience placements and apprenticeships.</p>	<p>Y</p>	<p>Some of our BME former apprentices have successfully acted as ambassadors to promote their experience back in schools and various events. It's encouraging that 20% of our recent apprenticeship cohort applicants are from BME backgrounds. We will continue this ambassador approach and work with schools to look for other ways to engage with young BME and other pupils as potential future apprentices.</p> <p>Work experience placements work well in tackling barriers to work, e.g. qualifications, job interviews, breaking down employer stereotypes, english as a second language or wider access to support including careers advice. We will do more with schools to ensure an appealing work experience programme is in place attracting a diverse range of candidates.</p>
<p>5. That the Council links in with social housing providers and higher education colleges in order to engage with hard to reach groups.</p>	<p>N</p>	<p>The Council has an agreement in place with Activate Learning; they promote and place our apprenticeship vacancies on the National Apprenticeship website and we signpost unsuccessful applicants to them for advice and guidance on alternative options.</p>
<p>6. That the Council considers what can be learnt from the Change 100 internship programme, including their advertising and social media campaigns.</p>	<p>Y</p>	<p>Whilst the Council took the decision not to engage with the Change 100 programme on the basis it felt it didn't represent value for money, we will explore what we can learn from their advertising and media campaigns to better engage with disabled students. For this group and the wider cohort we can use social media more effectively to raise interest in work experience and apprenticeships.</p>
<p>7. That further consideration is given to defining and promoting the Council's brand and offer to prospective apprentices, including in terms of pay rates and career progression opportunities.</p>	<p>In part</p>	<p>Wage rates are informed by the national apprenticeship picture, the local economy, the cost of living in Oxford and what is affordable in order to recruit the maximum number of apprenticeships. Our recent campaign was the most successful yet with over 170 applicants so the financial offer seems reasonable. Part of the strategy is to do more workforce planning so that the apprenticeship leads to a permanent job wherever possible. Our track record is good in achieving this but in hiring more apprentices we need to manage the succession planning more effectively.</p>

		We have developed the apprentice webpages and uploaded a series of films where apprentices tell their stories (led by direct local market research into what applicants wanted) and believe that this has improved the profile of Council apprenticeships. However effective communication needs to 'speak' to potential applicants in the language they understand and through the right method so we will work with our internal communications and Youth Ambition teams to ensure we are making best use of tools such as social media and video to connect with the widest audience.
8. That the Council seeks to influence Oxfordshire Skills Board to do more to promote apprenticeship opportunities.	N	This is already being done through the input of leading Councillors, BiTC and other local business forums and we would anticipate that this leadership role would continue.
9. That the Council keeps the details of the Enterprise Bill under review and makes appropriate plans to mitigate its impacts, including the Apprenticeship Levy and the apprenticeship start targets.	Y	We are planning how to manage the Apprenticeship Levy spend in order to maximise its impact including how we can provide accredited training internally as well as work with other providers. More details are emerging regarding apprenticeship start targets which at this stage is thought to mean 28 new apprenticeship starts each year. This would need some careful workforce planning giving the length of the apprenticeships e.g. 2 – 4 years and new cohorts potentially starting each year. We will report back to Members in the Autumn as more details emerge.

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Suggested City Executive Board response to the recommendations of the Housing Panel on the Private Sector Housing Policy provided by the Board Member for Corporate Strategy and Economic Development.

<i>Recommendation</i>	<i>Agreed? (Y / N / In part)</i>	<i>Comment</i>
1. That careful thought is given to future public consultations on private sector housing interventions and that members are specifically invited to comment on the range and style of any consultations.	Y	I welcome the useful discussion of alternative approaches to consultation that took place at the Scrutiny Panel, and which led to this recommendation. The next steps towards the introduction of a PRS licensing scheme will necessarily involve very widespread consultation with the landlord community and with tenants, as well as the general public. I will ensure, with the appropriate Board members, that a very thorough plan is drawn up in advance of the next stage in the process.

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Suggested City Executive Board response to the recommendations of the Scrutiny Committee on Fusion Lifestyle's 2016/17 Annual Service Plan.

Provided by the Board Member for Leisure, Parks and Sport

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Recommendation	Agreed? (Y / N / In part)	Comment						
1. That the Council encourages and seeks to facilitate stronger user representation on the Leisure Partnership Board, including by varying meeting times if required.	Y	<p>Current stakeholder groups represented at Leisure Partnership Board include Younger and Older People, Public Health, Early Intervention and Customers. Fusion have been tasked to increase attendance by users.</p> <p>The meeting times have been set following a doodle poll with attendees, although we are very happy to check again and set the meeting at the time that will ensure the best attendance.</p>						
2. That the Council encourages the formation of user groups at the remaining Leisure Centres and considers how these user groups could link in with the Leisure Partnership Board, perhaps with each user group having a representative on the Board.	Y	Ferry Leisure Centre and Hinksey Outdoor Pool both have regular or seasonal user group meetings and we have from Fusion a 2016/17 timetable of dates and times for all facilities. Fusion are looking to encourage representation by customers.						
3. That the Council takes further steps to understand why the numbers of swimming visits have declined amongst some target groups and challenges Fusion Lifestyle to set a more ambitious target for increasing swimming visits by people over the age of 60 in 2016/17.	Y	<p>Nationally there is a picture of general decline in participation of swimming. Officers continue to work with the Amateur Swimming Society to understand the reason for this and some target groups in Oxford are bucking the trend being used a good practice examples. Swimming visits have increased by the following amounts since 2013/14:</p> <table data-bbox="1008 1189 1489 1300"> <tr> <td>Fusion Swim School</td> <td>156%</td> </tr> <tr> <td>Schools Swimming</td> <td>92%</td> </tr> <tr> <td>Casual Swims</td> <td>69%</td> </tr> </table> <p>We will continue to work to increase participation, with an increased focus on the over 60s.</p>	Fusion Swim School	156%	Schools Swimming	92%	Casual Swims	69%
Fusion Swim School	156%							
Schools Swimming	92%							
Casual Swims	69%							

<p>4. That further consideration is given to the case for and expected impacts of a proposal to introduce reduced non-concessionary membership fees at less well used leisure centres.</p>	<p>Y</p>	<p>Customer feedback and our experience tells us that we need to avoid overly complicating our price structures.</p> <p>Fusion are though currently reviewing the membership offer within Oxford facilities, with 2017/18 fees and charges an agenda item at the July 2016 Leisure Partnership Board. This time line supports inclusion of any proposals in the Councils wider 2017/18 budget consultation process.</p> <p>It is important to bear in mind that all the centres are well used at peak times, and the greatest benefit to increase participation is to encourage more off peak usage which is detailed in the city's Leisure & Wellbeing Strategy 2016-2020</p> <p>Will be pleased to give this further consideration within the review of fees and charges to ensure we are continually looking to remain competitive.</p> <p>We do continually monitor prices to ensure they are competitive, inclusive and provide value for money.</p>
<p>5. That benchmarking on performance, participation and price is undertaken with the wider market, including the private sector, not just with neighbouring local authorities.</p>	<p>Y</p>	<p>Fees and charges and membership offer benchmarking is compared across other:</p> <ul style="list-style-type: none"> • Local districts • Fusion Lifestyle contracts • National comparators where they have similar centres (i.e. Exeter, Preston, Rushmoor, Runnymede) <p>Further benchmarking on performance, participation and price is undertaken as part of the UK quality award scheme for sport and leisure QUEST. As part of this process facilities engage with the partnership approach of an industry National Bench Marking Service, which provides critical data on the performance our leisure facilities such as access, finance, utilisation and satisfaction. This includes facilities run by council's, trusts and private operators.</p>

6. That further consideration is given to the idea of introducing gym-only membership options, perhaps on a limited trial basis.	Y	Please see our response to recommendation 4.
7. That consideration is given to the priority order of the five key strategic objectives for 2016/17.	N	As there are only five strategic objectives we do not feel they need to be ranked.

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Suggested City Executive Board response to the recommendations of the Scrutiny Committee on the Grant Allocations – Monitoring Report

Provided by the Board Member for Culture and Communities

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<i>Recommendation</i>	<i>Agreed? (Y / N / In part)</i>	<i>Comment</i>
<p>1. That consideration is given to how to quantify the social value achieved from the different grant programmes for community and voluntary organisations and to the inclusion of a measure of social value in future grant monitoring reports.</p>	<p>Y</p>	<p>This is an aspiration we are working towards, and I am also aware that there are many people working and volunteering in the community sector, and in particular in our community centres, who are keen for us to be able to quantify their work in their neighbourhoods.</p> <p>We do though need to be very mindful around how much time and resources is expended by our staff which could be spent actually working with and supporting community and voluntary groups.</p>
<p>2. That consideration is given to whether and how the Council could better integrate its grant programmes for community and voluntary organisations with related aspects of service delivery, with a view to focusing resources as effectively as possible.</p>	<p>Y</p>	<p>We will explore how we can best to do this.</p>

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Suggested City Executive Board response to the recommendations of the Housing Panel on the Lord Mayors Deposit Guarantee Scheme provided by the Board Member for Housing.

<i>Recommendation</i>	<i>Agreed? (Y / N / In part)</i>	<i>Comment</i>
That after the pilot year a review of the enhanced offer including expenditure, the number of clients assisted and refusal reasons is reported to the City Executive Board.	Y	Agreed – this was the intention.

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ANNUAL SERVICE PLAN

CLIENT:

OXFORD CITY COUNCIL

PERIOD:

From **April 2016**

To **March 2017**

SUBMITTED BY:

Wayne Hawkins

Divisional Business Manager



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 2016 to March 2017.

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

The Annual Service Plan incorporates an executive summary, a review of previous years, a description of the planning context, details of the strategic objectives for 2015/16, specific action plans in respect of those strategic objectives and a risk analysis;

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

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

The 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 2017/18 service planning process.

FINANCIAL:

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

* F1 To ensure each centre is financial self sustainable and generating a surplus

Individual business plans for each centre with target of surplus

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

Key actions include implementation of 2016/17 pricing proposals, including general RPI increases across core prices and planning for 2017/18 pricing.

PARTICIPATION:

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

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

Key actions include: review of target wards, direct mail campaigning, work with relevant local stakeholder groups and development of specific programmes and activities;

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

Key actions include: review of literature and website marketing, work closely with relevant local stakeholder groups to include OCC sports development and PCT in the further development of the healthy living initiatives;

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

Key actions include: development of children's party, aquatics and holiday programme products, work with relevant local stakeholder groups and improved work with schools;

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

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

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

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

* P6 To deliver a 5% year-on-year increase in participation on junior swimming

Key actions include creation of a specific marketing plan, implementation of a revised aquatics product, development of a programme of relevant add-ons, and review of the free swimming hours;

* P7 To deliver a 5% year-on-year increase in participation in 60+ swimming

Key actions include: implementation of revised aquatics product and development of a programme of relevant add-ons;

* P8 To deliver a 5% increase in participation by female users

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

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

CUSTOMER RELATIONS:

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

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

Key actions include full compliance with all Fusion customer care procedures, consistent application of processes in respect of User Groups, customer forums, management surgeries and planned actions following completion of NBS surveys;

- * CR 2 Striving for Excellence 65%

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

- * CR 3 Response time for customer feedback - no more than 7 days - closed off

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

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

Key actions include full implementation of Fusion's customer relations management procedures, including the taking of appropriate action following results of cancellation surveys.

HEALTH AND SAFETY:

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

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

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

FACILITY MANAGEMENT:

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

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

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

- * FM2 To engage fully with the Council's priority " To tackle climate change and promote sustainable environmental resource management" and to contribute the Council's delivery of a 5% reduction in carbon emissions year-on-year and 3% reduction in water usage

Key actions include review of target figures, implementation of ISO14001 policies and procedures, review and implementation of works in respect forward lifecycle and development works;

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

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

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

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

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

Key actions include review of performance of FM subcontractors, delivery of programme of lifecycle works and management of the equipment inventory;

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

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

STAFFING:

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

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

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

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

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

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

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

MARKETING:

<p>Six strategic objectives have been identified in respect of "marketing" issues:</p> <p><u>* M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated</u></p> <p>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;</p> <p><u>* M2 To deliver a 5% increase in the total membership</u></p> <p>Key actions include delivery of a calendar of sales activity; creation and implementation of specific action plan, targeted work in respect of deprived wards, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;</p> <p><u>* M3 To establish and maintain the highest standards of facility presentation</u></p> <p>Key actions include delivery of specific action plan to include notice board presentation, and customer journey</p> <p><u>M4 To establish and maintain the highest standards of web and social media promotion</u></p> <p>Key actions to include: Websites and social media are kept up to date and are innovative</p> <p><u>M5 To develop connections and outreach with local school, youth clubs and Under18's</u></p> <p>To improve relationships with schools and youth groups and so promote health and fitness</p> <p><u>M6 To launch new collateral designs and reduce print wastage</u></p> <p>Launch new concept marketing designs and literature and reduce waste</p>
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SPORTS AND COMMUNITY DEVELOPMENT:

<p>Six strategic objectives have been identified in respect of "sports and community development" issues:</p> <p><u>* SCD1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities</u></p> <p>Key actions include the updating of the specific list of relevant stakeholders, development of planned consultation/liaison, work with the Council's sports development team and delivery of joint initiatives;</p> <p><u>* SCD2 To develop and maintain positive and proactive relationships with local sports clubs</u></p> <p>Key actions include the review of the club register, delivery of calendar of liaison and ongoing club support and exploration of potential new clubs;</p> <p><u>* SCD3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</u></p> <p>Key actions to include review of swimming pool, sports hall, studio, holiday programmes and ice rink programmes and delivery of improvements;</p> <p><u>* SCD4 To proactively explore opportunities for external funding</u></p> <p>Key actions include development of database of funding opportunities, delivery of relevant action plan and delivery of workshops to GMS;</p> <p><u>* SCD5 To positively promote the benefits of healthy living and active lifestyles</u></p> <p>Key actions include use of SCD notice board and development of joint initiatives with key partners.</p> <p><u>SCD6 Develop & maintain relationships with schools and educational groups</u></p> <p>Key actions include: consultation and liaison with schools, colleges and educational groups; facilitating work experience and delivering taster sessions</p>
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FACILITY DEVELOPMENTS:

<p>One strategic objective has been identified in respect of "facility development" issues:</p> <p><u>* FD1 To develop a programme of other facility development proposals in the leisure facilities</u></p> <p>Key actions include development of relevant business cases and progression of any agreed plans.</p>

PARTNERSHIP DEVELOPMENT:

<p>Three strategic objectives have been identified in respect of "partnership development" issues:</p> <p><u>* PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements</u></p> <p>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;</p> <p><u>* PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford</u></p> <p>Key actions include consideration of opportunities at Alexandra Park, Rose Hill and Horspath Track;</p> <p>Key actions include delivery of agreed plans;</p> <p><u>* PD3 To optimise the development of the partnership between Fusion and Oxford City Council</u></p> <p>Key actions include establishment and implementation of wider liaison between representatives of Fusion and the Council.</p>
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INTRODUCTION

INTRODUCTION TO THE ANNUAL SERVICE PLAN:

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

The management contract incorporates the delivery of services of the City Council's main seven leisure facilities, as follows: Barton Leisure Centre, Blackbird Leys Leisure Centre, Blackbird Leys Swimming Pool, Ferry Leisure Centre, Hinksey Outdoor Pool, Oxford Ice Rink and Temple Cowley Pools. From January 2015 the contract will consist of the following centres: Barton Leisure Centre, Leys Pool & Leisure Centre (previously Blackbird Leys Leisure Centre) Ferry Leisure Centre, Oxford Ice Rink and the Seasonal Hinksey Outdoor Pool.

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

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2016 to March 2017.

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

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

PREPARATION OF THE ANNUAL SERVICE PLAN:

The Annual Service planning process has incorporated the following elements:

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

CONTENTS OF THE ANNUAL SERVICE PLAN:

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

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

COMMUNICATION OF THE ANNUAL SERVICE PLAN:

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

- * September '15: Partnership Board initial discussion regarding primary service objectives;
- * December '15: Presentation of draft Annual Service Plan to Partnership Board;
- * April '16: Agreement of Annual Service Plan by OCC Executive Board.

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

- * January 2016: communication to City Council's City Executive Board;
- * February 2016: communication to Fusion management team and staff;
- * April 2016: communication to customers and key stakeholders.

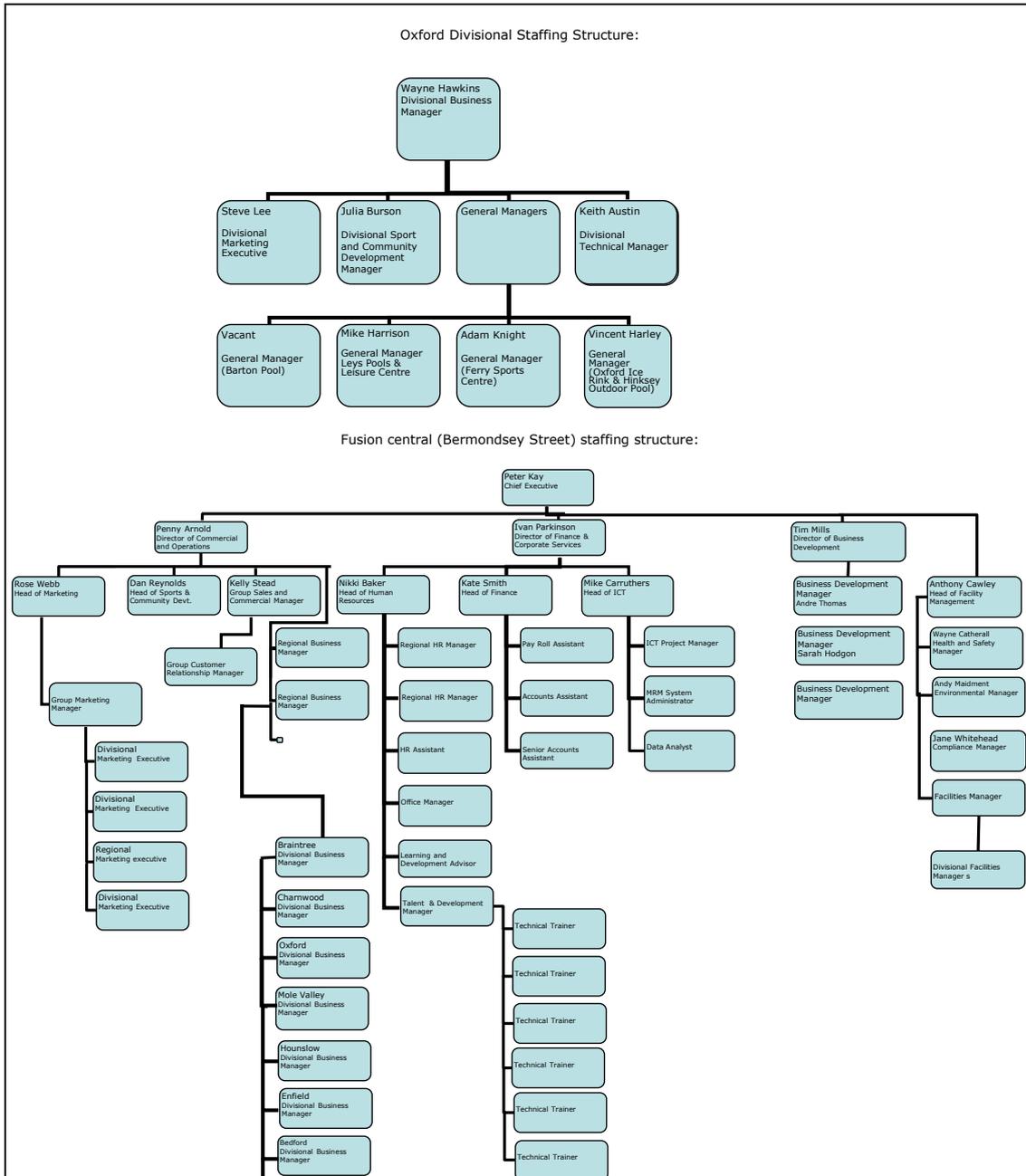
REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

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;

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



PERFORMANCE REVIEW 2015/16

INTRODUCTION:

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

The Performance Review element of the Annual Service Plan will incorporate a review of performance against the Annual Service Plan for period to April 2015 to March 2016. This Performance Review incorporates each of the headed areas within the plan: Finance, Participation, Customer Satisfaction, Health and Safety Facility Management, Staffing, Marketing, Sport and Community Development, Facility Development & Partnership Development.

FINANCIAL:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS

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

- * Subsidy per user has reduced from £2.14 in 2009/10 to £0.07 pence in 2015/16
- * Completed audit of all Fusion financial management policies and procedures and implemented action plans.

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

- * 2015/16 prices reviewed in line with RPI and VAT increases.

PARTICIPATION:

Delivery of Annual Service Plan actions/targets:

KEY ACHIEVEMENTS

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

- * Identification and monitoring of deprived wards and targeted streets has been reviewed.
- * Participation has increased by 81%.

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

- * A 27% increase in users aged Over 50.

P3 To deliver a 5 % year on year increase in participation by users under the age of 16

- * A 38% increase in users under the age of 16

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

- * A 12% increase in BME users

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

- * a 32% increase in usage by disabled users

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

- * a 79% increase in the Junior free swim scheme

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

- * A 32% reduction in 60+ swim participation

P8. To improve general access to all sites

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

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

- * A 28% increase in Women and Girls participation.

KEY OUTSTANDING ACTIONS:

CUSTOMER SATISFACTION:

<p style="text-align: center;"><u>Delivery of Annual Service Plan actions/targets:</u></p> <p style="text-align: center;"><u>KEY ACHIEVEMENTS:</u></p> <p style="text-align: center;"><u>CR1 To improve customer satisfaction with the leisure facilities by 2%</u></p> <ul style="list-style-type: none">* National Benchmarking Surveys (NBS) undertaken at Ferry Leisure Centre, Blackbird Leys Leisure Centre, Barton Leisure Centre, Hinksey Outdoor Pool and Oxford Ice Rink.<ul style="list-style-type: none">* Overall customer satisfaction of leisure facilities decreased by 1% to 95%* Overall customer excellence rating of leisure facilities increased by 8% to 62% <p style="text-align: center;"><u>CR2 To fully embed customer care programmes for cultural change</u></p> <ul style="list-style-type: none">* Customer care training embedded within the staff induction programme. Rolled out 'Delivering Customer Service Training' and 'Managing Customer Service Training' to managers and staff. <p style="text-align: center;"><u>CR3 To deliver a reduction of at least 5% in annual attrition levels for Slice Card Membership</u></p> <ul style="list-style-type: none">* User groups, customer forums and management forums held at each site* Monitoring of membership attrition undertaken. Monitoring undertaken with 50% of those cancelled surveyed to establish reasons for leaving.

HEALTH AND SAFETY:

<p style="text-align: center;"><u>Delivery of Annual Service Plan actions/targets:</u></p> <p style="text-align: center;"><u>KEY ACHIEVEMENTS:</u></p> <p style="text-align: center;"><u>HS1. To ensure 100% compliance with Fusion H&S policies and procedures</u></p> <ul style="list-style-type: none">* All Oxford sites fully compliant with OHSAS audit of health and safety management.
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FACILITY MANAGEMENT:

<p style="text-align: center;"><u>Delivery of Annual Service Plan actions/targets:</u></p> <p style="text-align: center;"><u>KEY ACHIEVEMENTS:</u></p> <p style="text-align: center;"><u>FM1. To achieve an average Base Camp inspection scores of at least 95% across all facilities</u></p> <ul style="list-style-type: none">* Base camp score is 96%* Maintained ISO 14001 following external assessment <p style="text-align: center;"><u>FM2. To engage fully with the 10:10 challenge and to contribute to the Council's delivery of a 10% reduction to carbon emissions in 2010.</u></p> <ul style="list-style-type: none">* Maintained ISO 14002 accreditation in Oxford.<ul style="list-style-type: none">* 14% decrease in electricity; 19% increase in gas; 9% increase in water use.* 5.4% decrease in Co2 emissions <p style="text-align: center;"><u>FM3. To reduce general refuse by 25% and to increase recycling waste by 25%</u></p> <ul style="list-style-type: none">* Action plans created and implemented to reduce the general waste and increase recycling <p style="text-align: center;"><u>FM4. To ensure that high standards of cleaning are achieved at all times</u></p> <ul style="list-style-type: none">* 98% of all scheduled cleaning tasks undertaken <p style="text-align: center;"><u>FM5. To ensure that high standards of repair and maintenance are achieved at all times.</u></p> <ul style="list-style-type: none">* Review of contractors performance reviewed on a quarterly basis with any remedial actions taken.<ul style="list-style-type: none">* 95% of Planned Preventative Maintenance undertaken.* 2015/16 works undertaken.

FACILITY MANAGEMENT:

<p><u>FM6. To maintain Quest accreditation at a minimum 'Good' at Ferry L. C, Blackbird Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C.</u></p> <ul style="list-style-type: none">* Quest accreditation maintained at Oxford Ice Rink, Barton Leisure Centre, Leys Pools & Leisure Centre, Hinksey Outdoor Pool, and Ferry Leisure Centre at a rating of 'Excellent' and a direction of travel that is showing improvement* Service improvement plans maintained and actioned
<p><u>FM7. To maintain adherence to Fusion's quality ' Integrated Management Systems' (IMS) procedures across all sites</u></p> <ul style="list-style-type: none">* IMS audits and updates undertaken <p><u>KEY OUTSTANDING ACTIONS</u></p> <ul style="list-style-type: none">* Agreement of baseline waste measurement

STAFFING:

<p><u>Delivery of Annual Service Plan actions/targets:</u></p> <p><u>KEY ACHIEVEMENTS:</u></p> <p><u>S1. To ensure that the Right People are in the Right Place at the Right Time</u></p> <ul style="list-style-type: none">* Appraisals undertaken for staff within Oxford* Two Apprentices promoted to full time permanent roles* Completion of all staff's full Training Needs Analysis <p><u>S2. To achieve 72% staff satisfaction across each equality strand and overall</u></p> <ul style="list-style-type: none">* Full compliance with Fusion's HR policies and procedures <p><u>S3. To ensure that Fusion workforce in Oxford is as representative as possible of the local community</u></p> <ul style="list-style-type: none">* Formal analysis undertaken to monitor equity and diversity of workforce* Introduced new induction programme for all new staff <p><u>KEY OUTSTANDING ACTIONS:</u></p> <ul style="list-style-type: none">* Completion of the Fusion colleague engagement survey
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MARKETING:

<p><u>Delivery of Annual Service Plan actions/targets:</u></p> <p><u>KEY ACHIEVEMENTS:</u></p> <p><u>M1. To deliver a proactive approach to PR, such as facility and service successes are communicated and celebrated</u></p> <ul style="list-style-type: none">* Established clear PR, branding & communications working guidelines with Oxford City Council and reviewed KPIs* Meeting schedules planned and undertaken with OCC communications and branding team. <p><u>M2. To deliver a 1%increase in concessionary membership</u></p> <ul style="list-style-type: none">* List of targeted deprived wards and streets reviewed and agreed.* Core literature reviewed and made available within sites and websites updated.* Specific marketing plan aimed at deprived areas established with actions undertaken.* Discount learn to swim schemes undertaken targeted at those in deprived wards.

MARKETING:

<p style="text-align: center;"><u>M3. To deliver a 5% increase in total membership</u></p> <p style="text-align: center;">* 12,791 Reward Card holders</p> <p style="text-align: center;"><u>M4. To ensure that the products and services offered by the leisure services are of a high standard, innovative and attractive</u></p> <p>* Introduced new Children's Party product for Toddler World at Leys Pools & Leisure Centre, Oxford Ice Rink and Ferry Leisure Centre</p> <p style="text-align: center;">* Developed specific marketing plans for all centres</p> <p style="text-align: center;"><u>M5. To establish and maintain the highest standards of facility presentation</u></p> <p>* Undertaken regular Audits and appropriate action plans against Fusion's 'Customer Journey' concept.</p> <p style="text-align: center;"><u>M6. To establish and maintain the highest standard of web and social media promotion</u></p> <p>* Maintained internal protocols to ensure all website information is current and well presented</p> <p style="text-align: center;">* Adhered to clear policies on the use of social media</p> <p style="text-align: center;"><u>KEY OUTSTANDING ACTIONS:</u></p>
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SPORTS AND COMMUNITY DEVELOPMENT:

<p style="text-align: center;"><u>Delivery of Annual Service Plan actions/targets:</u></p> <p style="text-align: center;"><u>KEY ACHIEVEMENTS:</u></p> <p style="text-align: center;"><u>SD1 To develop positive and proactive partnerships with key local stakeholders</u></p> <p>* Register of Key stakeholders reviewed with initiatives established with Badminton England, England Squash, Amateur Swimming Association, Barton Obesity Project and Oxford Sports Partnership 'Go-Active'</p> <p>* Initiatives established and maintained with Badminton England, England Squash, Amateur Swimming Association, Barton Obesity Project and Oxford Sports Partnership 'Go-Active'</p> <p style="text-align: center;">* Meetings established with Oxford City Council development Officers with compatible objectives and action plan produced.</p> <p style="text-align: center;">* Representation made at Community Sport Network meetings</p> <p>* Introduction of themed event nights at Oxford Ice Rink, including, Foam Party, UV Party, Family Skate Disco.</p> <p style="text-align: center;"><u>SD2. To develop positive and proactive relationships with local sports clubs</u></p> <p style="text-align: center;">* Register of all Sports Clubs and groups using the leisure facilities reviewed.</p> <p style="text-align: center;">* Quarterly meetings held with the City of Oxford Swimming Club.</p> <p style="text-align: center;"><u>SD3. To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</u></p> <p>* Swimming Pool timetables reviewed at Barton Leisure Centre, Ferry Leisure Centre, Leys Pools & Leisure Centre and Hinksey Outdoor Pool.</p> <p style="text-align: center;">* Reviewed sports hall programmes at Ferry Leisure Centre and Leys Pools & Leisure Centre.</p> <p style="text-align: center;">* Studio activities reviewed 3 times per year with changes to programme implemented</p> <p style="text-align: center;">* Ice Rink programme reviewed and action plan produced</p> <p style="text-align: center;"><u>SD4. To continually update and implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics and Paralympics</u></p> <p style="text-align: center;">* Action plan created</p> <p style="text-align: center;">* Reviewed FANS, BOA & FACS as part of the Olympic 2012 initiative and post Olympics</p> <p style="text-align: center;">* Supported event leading unto and beyond the Olympics 2012</p> <p style="text-align: center;"><u>SD5. To proactively explore opportunities for external funding</u></p> <p>* 37K Funding continues with the Go-Active scheme for project aimed at increasing women participation</p> <p style="text-align: center;"><u>SD6. To positively promote the benefits of healthy living and active lifestyles</u></p> <p style="text-align: center;">* GP referral Action Plan revised and developed</p> <p style="text-align: center;">* Developed and promoted 'Active Women' activities utilising funded monies</p> <p style="text-align: center;">* Supported the Council's 'Youth Ambition Programme'</p> <p style="text-align: center;">* Cardiac Rehabilitation supported at Leys Pools & Leisure Centre</p> <p style="text-align: center;"><u>KEY OUTSTANDING ACTIONS:</u></p> <p style="text-align: center;">*Achieve ISPAL Sports Development Award 'Active Mark'</p>
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FACILITY DEVELOPMENTS:

<p style="text-align: center;">Delivery of Annual Service Plan actions/targets:</p> <p style="text-align: center;">KEY OUTSTANDING ACTIONS:</p> <p style="text-align: center;">* Agreement of final development plans for Ferry Leisure Centre soft play and spin studio</p>
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PARTNERSHIP DEVELOPMENT:

<p style="text-align: center;">Delivery of Annual Service Plan actions/targets:</p> <p style="text-align: center;"><u>KEY ACHIEVEMENTS:</u></p> <p><u>PD1 To ensure 100% compliance with all agreed meetings, reporting and performance monitoring requirements.</u></p> <ul style="list-style-type: none">* All reporting dates agreed for Client/Contractor meetings* Client report format reviewed and amended.* 100% compliance with agreed report deadlines <p><u>PD2. To explore opportunities for the Council and Fusion to extend their relationship in respect of facilities in Oxford.</u></p> <ul style="list-style-type: none">* Proposals issued to Oxford City Council for the possible operation of the tennis courts at Alexandra Park* Interest vested in the possible management of Horspath Athletics Stadium* Interest vested in the possible opportunity to design, build and operate an indoor football facility <p><u>PD3. To support the Council in the delivery of a new competition pool</u></p> <p>* Full liaison and support with Oxford City Council in respect of the new swimming Pool development at Blackbird Leys Leisure Centre</p> <p><u>PD4. To support the Council in exploring the possibility of developing a resident card in Oxford</u></p> <ul style="list-style-type: none">* Full support and consideration offered. <p><u>PD5. To optimise the development of partnership between Fusion and Oxford City Council</u></p> <ul style="list-style-type: none">* Process reviewed to ensure good working relationships are maintained* Strategic Management meetings and Partnership Board meetings held quarterly

SERVICE PLANNING CONTEXT

INTRODUCTION:

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

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

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

PARTNERSHIP BOARD OBJECTIVES:

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

The specific themes identified for service performance in 2016/17 are as follows:

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

OXFORD CITY COUNCIL CORPORATE OBJECTIVES:

The Annual Service Plan is also influenced by the City Council's broader corporate objectives. The relevant objectives are incorporated into the Corporate Plan 2013-2017 and those objectives with specific relevance to the leisure facilities are as summarised below:

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

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

* **Strong, Active Communities:** Communities that are socially cohesive and safe, and citizens who are actively engaged in pursuing their own well-being and that of their communities. We will "...Improve satisfaction with our neighbourhoods by 1% every year; Increase the percentage of adults participating in sport (as measured by the Annual Sport England Active People Survey); Increase the number of young people attending our Holiday Activity programme to more than 1,600 in 2015/16; Work with partners to break the cycle of deprivation by supporting vulnerable families, improving employability and reducing inequalities; Invest £33,000 per annum for three years commencing 2012 to enable more effective use of Oxford City leisure facilities by schools, £28,000 per annum for young people to access free swimming and £240,000 per annum to provide support where there have been changes to youth provision; Invest £9.2m the construction of a new competition-standard swimming pool at Blackbird Leys; Invest £50,000 over two years so that councillors can bid to fund projects with social inclusion aims; Invest £1.4m to support a range of voluntary and community organisations and volunteering; Further increase levels of adult participation in sport, through building a competition-standard pool in Blackbird Leys and programmes such as 'Healthy Walks' and 'Active Women'; Continue to work with partners to provide positive activities for young people in deprived areas...." (OCC 3);

* **Cleaner, Greener Oxford:** The City Council's objective is to maintain and develop a cleaner City. To tackle climate change and promote sustainable environment, greener Oxford - in the city centre, in outer neighbourhoods and in all public spaces " We will Reduce the city's carbon footprint by 5% each year; increase satisfaction with our street cleaning from 75% in 2014/15; increase the percentage of waste collected sent for reuse, recycling or composting to 52%; Reduce the Oxford City Council's water consumption by 3% per annum..." (OCC 4);

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

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

- * to crystallise the Council's role in providing a Sport & Physical Activity offer;
- * to show how the Council links in to the Sport & Physical Activity national & local priorities 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-standard-pool, Barton pavilion, five-a-side facility);
- * to improve governance (e.g. chair CSN, attendance at relevant stakeholder meetings);
- * to review focus sports;
- * to improve performance management;
- * to increase participation;
- * to ensure City Leisure is resourced effectively;
- * to ensure effective access to leisure facilities.

FUSION CORPORATE OBJECTIVES:

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

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

The specific targets specifically established for 2015 are as follows:

- * to deliver a 5% year-on-year increase on like-for-like income (Fus 1);
- * to deliver all facility redevelopments on time and on budget and to deliver the projected uplifts (Fus 2);
- * to deliver a surplus margin of 5% (Fus 3);
- * to ensure 97% "good"/"excellent" for overall customer satisfaction and 100% "good"/ "excellent" for staff (Fus 4);
- * to reduce attrition of subscription memberships to less than 50% per annum (Fus 5);
- * to deliver a 5% year-on-year increase in like-for-like general participation (Fus 6);
- * to deliver a 5% year-on-year increase in like-for-like participation by target groups (Fus 7);
- * to ensure 100% compliance with Basecamp inspection regimes and to deliver an average score of at least 95% on Basecamp inspection scores (Fus 8);
- * to deliver Quest accreditation rating of "Good"; Mystery Visit scores to be 100% (Fus 9);
- * to deliver a 2% year-on-year reduction on like-for-like energy consumption (Fus 10);
- * to win 2 new partnerships with combined turnover of 6-10 million per annum (Fus 11).
- * Achieve turnover of 80 million pounds (Fus 12)

PERFORMANCE TO DATE:

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

- * mixed financial performance - good income performance on membership direct debits, improved performance on payroll management, year-to-date performance below tender expectations;
- * good participation performance - Substantial increase in participation with improved monitoring of target groups. Continued good increase in centre memberships. Two areas that require additional focus and promotion is the target group for those on low income and from deprived areas.
- * good customer satisfaction performance - good response to PTUWYT comment slips, improvement in staffing, variety of activities, condition of buildings and website
- * good health and safety performance - continued improvements in internal and external H&S audits;
- * good FM performance - maintained compliance of Base Camp, cleaning undertaken and PPM systems, Introduced asset management to improve maintenance performance and monitoring;
- * good marketing performance - Good communication links with OCC and local media; Continued improved communications with customers through the "Rewards Card". Improved usage of social media - Facebook and twitter.
- * improved sports and community development performance - dedicated SCD resource, links established with key stakeholders and local groups and schools and colleges, good participation with CSN and National governing bodies;
- * good facility development performance - commencement of the development of new competition pool due to Open December 2014, soft play and new studio at Blackbird Leys well received. New Name for Blackbird Leys Leisure Centre which is Leys Pools & Leisure Centre
- * good partnership development performance - meeting, reporting and communication systems established, Partnership Board meeting held quarterly, annual service planning process embedded.
- * good customer forum programme to improve service delivery.

AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

<p>Key commitments agreed within the business planning process are:</p> <ul style="list-style-type: none">* to look at the excellent rating of Customer service aim for 65% target in 2016/17<ul style="list-style-type: none">* to increase participation by minimum 5%* to increase total usage of the Council's leisure facilities by 5%* to reduce attrition of all memberships to 6% attrition rate<ul style="list-style-type: none">* to increase income and reduce deficit* to contribute to the delivery of the Council's targets of reducing carbon emissions from Council buildings by 5% year-on year;* to provide leisure facilities which provide excellent value for money measured by subsidy per user that reduces year on year;* to maintain Quest accreditation score of at least 'Good' and target for one Excellent
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SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

<p>Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the first part of 2013, Sport England National Benchmarking Surveys were undertaken at Barton Pool, Blackbird Leys Leisure Centre, Ferry Sports Centre, Hinksey Pool. The Survey processes involved an analysis of financial and usage statistics for the facilities (in year 2012/13) and sample surveys of customer satisfaction undertaken in the summer 2013. Oxford Ice Rink was surveyed in September 2012 and utilised financial information from 2011/12 The findings are summarised as follows:</p> <ul style="list-style-type: none">* "Strong" financial performance at; Ferry, Ice Rink, Blackbird Leys Leisure Centre. "Weak" performance at Barton. (NB financial figures for Barton were 2010/11 which were prior to new fitness facility development). Subsidy per user in the top quartile at Ferry and Oxford Ice Rink.* "Improved" access performance at Ferry Leisure Centre and Hinksey Pool Oxford Ice Rink and Blackbird Leys Leisure Centre, particularly 11 - 19 year olds. Generally poor performance for 20 - 59 year olds and unemployed. Good performance for deprived/disadvantaged users* Areas of good satisfaction across all sites for; helpfulness of staff, standards of coaching, general cleanliness and activity range. Areas of poor satisfaction include quality and value for money of food and drink.* "Above industry average" customer satisfaction performance at Barton Pool, Blackbird Leys Leisure Centre, Hinksey Pool and Ferry Leisure Centre. OIR was perceived to be below industry standards due mainly to poor food and drink, poor equipment and activity charge/fee.

MARKET ANALYSIS:

<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>Users from BME groups:</p> <ul style="list-style-type: none">* with the exception of Hinksey Outdoor Pool participation levels are generally higher than that of the wider population (NBS)* the gap between participation by men and women is greater amongst certain BME groups (e.g. "Black Other");* typical sport preferences amongst BME groups include weight training, martial arts, badminton, cricket and basketball. Swimming is typically not preferred; <p>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; <p>Disadvantage users</p> <ul style="list-style-type: none">* Disadvantage usage is significantly above NBS benchmark average, though there is less use from those unemployed

Oxford-specific Context:

General Population:

- * Population growth of 12% (2001 - 2011); 4% higher than the England average
- * 24% (30,000) of the city's adult population are full time students
- * 25% population turnover each year
- * 32% of the population are aged between 18 and 29 years
- * 22% of residents from a black or ethnic group compared to 13% for England and Wales
- * wards with particularly high projected population increases include Barton & Sandhills (46%), Cowley Marsh (26%) and Carfax (24%);
- * slight decrease (0.7%) projected in Blackbird Leys;
- * Oxford is reporting an aging population for the first time in recent history
- * Unemployment is 5.4% compared to England average of 7.1%

Active People Surveys:

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

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

Deprived Wards:

* a review has been undertaken of the key deprived wards within Oxford and how those wards might be better served by Oxford's leisure facilities. The key wards for focus are as follows: Barton and Sandhills, Headington Hill and Northway, and Quarry and Risehurst (all directly served by Barton Pool), Rose Hill and Iffley, Littlemore, Northfield Brook, Blackbird Leys and Cowley (all directly served by Leys Pool & Leisure Centre) and Carfax (served to some extent by Ferry Sports Centre).

Users over 50:

- * recognised that this remains a significant potential market, with up to 121,000 potential users aged over 50 in the wider catchment for the leisure facilities;
- * current penetration/participation rates have improved (based on NBS reports)

Users under 16:

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

Users from BME groups:

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

Findings from non-user survey:

Non-user surveys are undertaken on a bi-annual basis. A street survey was undertaken in October 2011. A total sample of 300 people were surveyed in the Summertown, Headington and Templars Square areas. The research was designed to investigate attitudes and behaviour around exercise and to find out what the residents of the area think about the leisure facilities. The key findings were as follows:

- * The majority of the sample thought that regular exercise/activity was important with 68% stating very important (national benchmark 61%).
- * 52% strongly agree that physical activity is good for your health even if moderate, 32% strongly agree it's good for your health even if only for 10 minutes at a time. 43% strongly agree physical activity is better for you if you keep it up for at least 30 minutes and 16% strongly agree it's better if you get out of breath. 38% either agree or strongly agree you can get enough in your daily life without doing sport or exercise.
- * 42% thought that they were regularly undertaking at least 5 x 30 minutes of moderate exercise (national benchmark 39%).12% said they had done no sessions, (national benchmark 15%).
- * Of those that did exercise regularly, 18% used a leisure centre/health club Esporta and College/University facilities seem to be the main competitor at 25% each, followed by LA Fitness at 11%. The most popular form of independent activity was walking/jogging in the street/parks at 74%.
- * 62% of respondents are wanting to do more activity, slightly lower than the national benchmark of 67%), the main reason for this being "wanting to improve their health" at 62%. Slightly under half (47%) thought that not enough time due to work was the major factor in preventing them doing more, (national average 50%), followed by not enough time due to home at 11%.
- * Of those who do not want to do more the main reason is "no need" at 56% (higher than the national average at 44%), followed by not enough time due to work at 13%.
- * The key factors to be addressed according to non-users are lack of time, which has the highest importance factor at 49% stating very important. Direct costs (17%); lack of personal motivation (11%); indirect costs (9%).
- * 52% of the sample would consider using Oxford Fusion Lifestyle facilities slightly higher than our national average of 60%.
- * The main reasons they don't currently use were 'No time' (31%), 'Cost' (17%), and 'No need' (12%).
- * The main thing, according to our respondents, that the facility could do to encourage usage amongst these non-users, would be to 'Lower costs' at 28% (lower than the national benchmark at 44%), followed by 'more information' (8%).

SWOT ANALYSIS:

Strengths:

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

Opportunities:

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

Weaknesses:

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

Threats:

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

Supporting Documentation:

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

FINANCIAL

F1	To ensure each centre is financial self sustainable and generating a surplus - to be reviewed monthly			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create individual business plan to include Like for Like income growth on all income lines - target 5% uplift	April - May 2016	Business Plan Created	DBMgr (with GMs)
2	Price increase on core charges implemented 1st April 2016	April 2016 onwards	Action plan implemented.	DBMgr (with GMs)
3	To undertake weekly trading reviews with centre managers.	weekly	Weekly trading meetings instigated at each site.	DBMgr (with GMs)
	Conference Call to review weekly forecast			
4	If loss making programmes promote to reduce losses	Monthly	Business plan projections prepared.	DBMgr (with team)
5	To finalise detailed business plan projections for 2017/18	December 2016	Business plan projections finalised.	DBMgr (with team)
6	To communicate detailed business plan targets and budgets to all relevant managers and staff.	January 2016	Business Plan targets and budgets communicated to all relevant staff.	DBMgr (with team)

F2	To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive -			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To apply RPI increases to all core prices at each of the leisure facilities and to undertake relevant customer communication.	Jan/Apr 2016	Increases applied and customer communication undertaken.	DBMgr (with GMs)
2	To formally review all pricing structures and levels and develop specific pricing proposals for the 2016/17 annual service plan.	September - December 2016	Pricing structures and levels formally reviewed and proposals developed for 2017/8	DBMgr
	To specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates; and increases to legacy memberships while keeping Bonus membership prices frozen			
3	To agree pricing proposals for 2016/17 to include the change of bonus pay and play and increase bonus DD sales.	December 2014	Pricing proposals agreed.	DBMgr
4	To agree process of consultation and communication in respect of 2017/18 pricing	December 2016 - January 2017	Process agreed.	DBMgr
5	To implement agreed process of consultation and communication in respect of 2016/17 pricing	January - March 2016	Process implemented.	DBMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

ME Marketing Executive

PARTICIPATION

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P1 To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review target wards within the City and update target streets and estates within those target wards that require inclusion/omission Three key Wards Rosehill, Barton & The Leys. Also include Cutteslowe & Littlemore as the Top five. Use commnuty partnership strategy to develop programme for local residents	April 2016	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2017/18	Dec 2016	Participation targets established	DBMgr
3	To review programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case	April 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Aug 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Dec 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
4	To implement targeted campaigns, promoting existing benefits of the bonus choice membership and specific activities through data supplied by Oxford City Council to reached those on low incomes. Bonus class promotion with view to upgrading to Bonus choice membership. Target uplift 100% bonus membership from 58 to 106	May 2016	Direct mail implemented	DBMgr
5	To maintain links with appropriate community groups within each of the target wards	Ongoing	attend at least two community events in the year	DSCDMgr (with GMs)
6	To deliver and promote the Free Swimming scheme across the city	Ongoing	Courses promoted and delivered.	DSCDMgr (with DBMgr & GMs)

P2 To deliver a 5% year-on-year increase in participation by users aged over 50				
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Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2016/17	Dec 2015	Participation targets established	DBMgr (with DSCDMgr)
2	Review current programmes for target group and establish average age	On-going	Full set of literature permanently available	DBMgr
4	To review and update partners who support the development of activities and increase in participation by people aged over 50.	April - June 2016	Up-to-date partners identified and reviewed.	DBMgr (with DBMgr & GMs)
	Review the older peoples Needs Analysis			
5	To review Primetime programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case	April 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
	Promote 50+ gym usage and class activities	April 2016 - Dec 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Dec 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
6	To review the age threshold of reporting and age specific target groups to implement for 2017/18 ASP Year - with view to look at 65+ target	Apr - Dec 16	Review and User group meeting to determine age specific groups	DSCDMgr (with DBMgr & GMs)

P3	To deliver a 5% year-on-year increase in participation by users aged under 16			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2016/17	Dec 2015	Participation targets established	DBMgr (with DSCDMgr)
2	Review Programming in Swimming Pools & Sports Halls Development of Stage 8 + of the national plan to include additional Fun, Competitive and training lessons, including rookie lifeguard and Bronze Medallion	April 2016	Programme	DBMgr (with DSCDMgr)

3	Increase Learn 2 Swim Programme	April 2016 onwards	3300 Swimmers on programme by March 2017	DHT (with GMs)
4	To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16.	Apr-16	Stakeholder partners reviewed.	DSCDMgr (with GMs)
5	To increase under 16 gym participation across contract	April 2016 onwards	At least 1 new initiatives/activities identified and implemented.	DSCDMgr
6	To review all junior development activities and create centre specific action plans for improvement and change.	April 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
	To review Family choice offering to increase % of family members across the City	Aug 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
		Mar-17	Increase family memberships from 6% to 8% of membership base	DSCDMgr (with DBMgr & GMs)
7	To increase Skate school participation by 10% and implement a DD option to include casual skate.	April 2016	Increase skate school - from 340 to 375+ (350 by October 2016, 375 by february 2017)	DSCDMgr (with GMs)
8	Review school use of all facilities and draw up a programme of activity linked with relevant local schools and colleges so as to encourage improvement in educational attainment.	Jul-16	Programme created.	DSCDMgr (with DBMgr & GMs)
	Promote safety of swimming to Oxford Primary schools - Swimming Week			
9	To undertake agreed programme of school outreach activity for all programmes and be included in all school fete programmes.	September 2016 - March 2017	Programme undertaken.	DSCDMgr & DME (with DBMgr & GMs)

P4	To deliver a 5% year-on-year increase in participation by users from BME groups
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Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2016/17 - 5 % uplift from 2015/16	Dec 2015	Participation targets established	DBMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation by people from BME groups.	April - June 2016	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To maintain association with "community ambassadors" with whom to work to promote accessibility to the leisure facilities for BME groups.	Ongoing	Ambassadors identified.	DSCDMgr (with GMs)
4	To review and implement a revised programme of work with the community ambassadors.	October 2016 - March 2017	Programme reviewed and implemented.	DSCDMgr (with GMs)
5	To undertake direct a campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2016	Campaign undertaken.	DBMgr (with DSCDMgr & GMs)

P5	To deliver a 5% year-on-year increase in participation by disabled users			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2016/17	Dec 2015	Participation targets established	DBMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation by disabled people.	April - June 2016	Stakeholder partners reviewed.	DSCDMgr (with GMs)
3	To promote Inclusive Fitness at Leys Pools & Leisure Centre and record disability to all users that sit within these category to enable improved reporting	April 2016- March 17	Promotion of IFI facilities	DSCDMgr

P6	To deliver a 5% year-on-year increase in participation on junior swimming			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Programme of growth of Learn 2 Swim programme	Dec-15	HR Policy, recruitment process	DBMgr

2	To implement the agreed marketing plan for promotion of junior swimming scheme, learn 2 programme and Swimming DD options	April 2016 - March 2017	Marketing plan implemented.	DBMgr (with DSCDMgr & GMs)
3	To review the allocated hours for free swimming	April 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
	To offer free fun sessions to 5/6 allocated schools - invite during the schools swim safety week.	Sep 2016	Review undertaken and revised programme produced	DSCDMgr (with DBMgr & GMs)
4	In partnership with OCC deliver funded free swimming lessons targeted at children in high areas of deprivation having low rates of physical activity	Apr-16	Swimming lessons undertaken	DSCDMgr (with DBMgr & GMs)
5	To develop and implement a programme of promotion of appropriate add-on / sell-on activities for free swimming participants.	April - June 2016	Policies and procedures implemented.	DBMgr (with GMs)
6	To implement the policies and procedures of Fusion's aquatic product (including the promotion and management of free swimming initiative).	April 2016- March 2017	Programme developed and implemented	DBMgr (with GMs)
	Continue to work with Oxford City Swim club in our joint CDF programme,			

P7	To deliver a 5% year-on-year increase in participation in 60+ swimming			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Include 60+ promotion of swimming on centre 1-31 planners	April - June 2016	Marketing plan created.	DBMgr (with DSCDMgr & GMs)
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2016- March 2017	Marketing plan implemented.	DBMgr (with DSCDMgr & GMs)
3	To implement the policies and procedures of Fusion's aquatic product	April 2016	Policies and procedures implemented.	DBMgr (with GMs)

4	To develop and implement a programme of promotion of appropriate add-on / sell-on activities O'60 swimming participants. Programme to incorporate free swimming loyalty card, access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation, swim-fit, ladies only etc. Initiatives to include liaison and joint working with ASA.	April 2016 - March 2017	Programme developed and implemented	DBMgr (with GMs)
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P8	To deliver a 5% year-on-year increase in participation in Women and Girls Activities			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2016/17	April 2016 to March 17	Participation targets established	DBMgr (with DSCDMgr)
2	To develop and implement at least 3 new outreach activities for women and girls that sign posts future participation to leisure centre facilities	April 2016 - March 2017	3 outreach activities established	DSCDMgr
3	To review stakeholder partners who can support the development of activities and increase in participation in women and girls activities.	April - June 2016	Stakeholder Partners reviewed	DSCDMgr (with GMs)
4	To develop a specific joint initiative re increasing female usage with at least one identified stakeholder.	July 2016	Joint initiatives identified.	DSCDMgr
5	To implement the agreed joint initiative re increasing female use.	July - December 2016	Joint initiatives implemented.	DSCDMgr

P9	To deliver a 5% year-on-year increase in overall participation			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To target the centres with 5% increase on overall participation but aim for a minimum of 3%	April 2016 to March 17	Participation targets established	DBMgr (with DSCDMgr)
2	Leys Pools & Leisure Centre to be targeted with 500,000 visits per annum	April 2016 to March 17	Participation targets established	DBMgr (with DSCDMgr)

Abbreviations

DBMgr Divisional Business Manager
GM General Manager
ME Marketing Executive
DSCDMgr Divisional Sports and Community Development Manager
DHT Divisional Head Teacher

HEALTH AND SAFETY

HS1	To ensure 100% compliance with Fusion H&S policies and procedures			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To undertake an internal audit at each site of compliance with all elements of Fusion's health and safety policies and procedures and to establish a relevant remedial action plan. Audit to specifically incorporate review of compliance with procedures regarding risk assessment review, control of subcontractors, control of access to storage areas.	Monthly	Audit undertaken and action plan established.	DBMgr, DBM (with GMs)
2	To implement the action plan re H&S compliance.	Ongoing	Action plan implemented.	DFMgr, (with GMs)
3	To ensure relevant attendance at quarterly Health and Safety Working Party.	Quarterly	Working Parties attended.	DBMgr (with GMs)
4	To maintain a health and safety notice board at all leisure facilities	Ongoing	Notice boards up to date.	DBMgr (with GMs)
5	To undertake reviews of accident and incident trends and to draw up any relevant remedial action plan within the Service Development Improvement Plan.	monthly	Reviews undertaken and action plan established.	DBMgr (with GMs)
6	To implement any remedial action plan in respect of accident and incident trends.	As required	Action plan implemented.	DBMgr (with GMs)
7	To facilitate formal audit by Fusion H&S Manager or Facilities Maintenance Manager.	each site twice yearly	Audit undertaken	DBMgr, DFMgr (with GMs)
8	Update SDIP and implement relevant action plan in response to formal H&S audit.	6 monthly	Action plan implemented.	DBMgr (with GMs)
9	To facilitate formal external (OHSAS) audit of health and safety management policies and procedures.	April 2016 - March 2017	OHSAS audit undertaken.	DBMgr (with GMs)
10	To undertake formal training with relevant managers in Health and Safety	twice yearly	Training undertaken	DBMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

FACILITY MANAGEMENT

FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Fusion 360 inspection regime, with two checks carried out daily and reported electronically that automatically uploads cleaning and maintenance jobs automatically to our rectification process	Ongoing.	100% of scheduled Fusion 360 inspections undertaken.	GMs
2	To review nature of Fusion 360 failures quarter yearly and develop relevant remedial action plans.	April; July; Oct & Jan 2016 - 2017	Review undertaken and action plan created.	DBMgr (with GMs)
3	To implement relevant remedial action plans re Fusion 360 failures.	April; July; Oct & Jan 2015 - 16	Action plan implemented.	DBMgr (with GMs)
4	Report Monthly Fusion 360 Scores	Monthly	Monthly Reporting - Action plan if below 95%	DBMgr (with GMs)

FM2 To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year and 3% year-on-year reduction in water usage.				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To implement and maintain all ISO14001 environmental management systems and procedures in Oxford.	Ongoing	Systems and procedures implemented.	DFMgr (with GMs)
2	To review and maintain a formal energy action plan in respect of each of the leisure facilities. To specifically engage with and assist in the delivering the Council's "Carbon Reduction at the Heart of Everything we do" carbon management programme and to incorporate renewal of DECs, utilities monitoring, (including acting on findings from OCC energy teams 'Energy excess' consumption reports, submitting monthly reads) green travel plans for customers and staff, supplier and contractor management, carbon champion network, education of customers and staff etc. Also, to incorporate the aim to quantify the monetary value of any savings generated as a result of the action plan.	May 2016	Plan reviewed.	DFMgr (with GMs)
3	To implement formal energy and water reduction action plans.	Ongoing	Plan implemented.	DFMgr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2016 and ongoing	Accreditation maintained	DFMgr (with GMs)
5	Promote Cycle to Work Scheme	ongoing - inductions	to have 10+ on scheme	DBMgr (with GMs)
6	To agree a calendar of meetings with key representatives of OCC energy and technical team and agree a programme of joint working in respect of achieving utility reductions and implementing SALLX funded energy reduction measures.	April 2016	Meeting dates agreed.	DFMgr (with DBMgr)
7	To implement agreed programme of joint working initiatives with OCC technical team.	May 2016 - March 2017	Programme implemented.	DFMgr (with DBMgr)
8	To incorporate appropriate works into programme of lifecycle works.	Apr-16	Relevant works incorporated into programme.	DFMgr
9	To ensure all environmental management notice boards are maintained displaying relevant information. Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.	Ongoing	Notice boards in place and displaying relevant information.	DFMgr (with GMs)
10	To ensure green travel plans are revised and in place at each site and communicated effectively to customers & staff	April - June 2016	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)

FM3 To reduce general refuse by 25% and to increase recycling waste by 25%				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to implement all ISO14001 environmental management systems and procedures in Oxford initiating any suggested improvements following reassessments	On-going	Systems and procedures implemented	DFMgr (with GMs)
2	To ensure all environmental management notice boards in place and displaying relevant information. Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.	On-going	Notice boards in place and displaying relevant information.	DFMgr (with GMs)
3	To create a specific action plan to reduce general refuse and increase recycled waste	April - June 2016	Action plan created.	DFMgr (with GMs)
4	To complete Baseline assessment for each site	April - June 2016	baseline assessment completed	Gm's
5	To assess current number of General Waste Bin collection & Recycle bins/Collections per week to determine the target	Apr-16	Quantative method to measure	DFMgr (with GMs)
6	To review action plan to reduce general refuse and increase recycled waste	July 2016 - March 2016	Action plan implemented.	DFMgr (with GMs)

FM4 To ensure that high standards of cleaning are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish programme of high level and deep cleans across all of the facilities. Four deep cleans per annum	April 2016	Programme established.	DBMgr (with GMs)
2	To implement high level and deep clean schedule.	April 2016 - March 2017	Programme implemented.	DBMgr (with GMs)
3	To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and F360 inspection scores).	Monthly	Cleaning schedules reviewed and revised.	DBMgr (with GMs)
4	To implement revised cleaning schedules.	As required	Cleaning schedules implemented.	DBMgr (with GMs)
5	Monitor through Mystery Visit Programme and highlight question about impression and cleanliness	Monthly	Market Force Mystery Visit Programme	GMs
6	To monitor customer scores through PTUWYT - Aim 80% excellent Scores	Monthly scores	PTUWYT - Cleanliness	GMs

FM5 To ensure that high standards of repair and maintenance are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review performance of FM subcontractors in Q4 2015/16 and draw up relevant remedial action plan.	April 2016	Performance reviewed and action plan drawn up.	DFMgr
2	To implement remedial action plan for FM performance.	April - June 2016	Action plan implemented.	DFMgr
3	To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage). Out of order equipment and fixtures and fittings to be uploaded automatically through Fusion 360 to our Reactive maintenance portal. Ensure all Out of Order equipment is communicated with a date of reporting, anticipated date of rectification and information of fault.	on-going	System established and implemented and maintained.	DBMgr (with GMs)
4	To review full property database for all leisure facilities in light of any developments.	April - Sept 2016	Database created.	DFMgr
5	To approve programme of lifecycle maintenance works for 2016/17. Ferry Leisure Centre to upgrade gym equipment June 2016	April - May 2016	Lifecycle maintenance programme established.	DFMgr
9	To implement equipment replacement programme for 2016/17. (CAPEX) Ice rink Zamboni to be replaced Q1, Ice rink lines replaced Q2, Ferry Gym equipment replaced Q1. All gym equipment faults to have service contract and engineer call out with 48 hours of reporting	April 2016 - July 2016	Programme implemented.	DFMgr (with GMs)
6	To implement lifecycle maintenance programme on time and on budget.	April 2016- March 2017	Lifecycle maintenance programme implemented.	DFMgr
7	To review full equipment inventory for all leisure facilities.	Oct - Dec 2016	Equipment inventory reviewed	DFMgr (with GMs)

FM6 To maintain Quest accreditation at a minimum 'excellent' at Ferry L. C, Good at Leys Pool & L.C, Hinksey Outdoor Pool, Oxford Ice Rink and Barton L. C.				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain relevant continued service improvement plan.	ongoing	Plan drawn up and maintained.	GMs (with DBMgr)
2	To implement updated service improvement plan.	April 2016 onwards	Actions implemented and updated	GMs (with DBMgr)
3	To undertake programme of mystery shops and to update the service improvement plan accordingly.	April 2016 - March 2017	Mystery shops undertaken and plan updated.	GMs (with DBMgr)
4	To implement updated service improvement plan.	April 2016 and ongoing	Action plan implemented.	GMs (with DBMgr)
5	To undertake formal directional reviews for all centres	As required	Health check undertaken and Quest maintained.	DBMgr (with GMs)

STAFFING

S1 To ensure that the Right People are in the Right Place at the Right Time				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review of Fusion's staffing structures is undertaken to ensure sites continue to have 'Right People, Right Place at the Right Time.	April - October 2016	Staffing structures in place	DBMgr (with GMs)
2	To ensure the completion of formal annual appraisals for all staff within Oxford.	April 2016 - March 2017	Appraisals completed.	DBMgr (with GMs)
3	To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central HR team). Plans to include staff succession planning	June - July 2016	Training and development plan drawn up.	DBMgr (with GMs)
4	To ensure full staff compliance for compulsory mandatory training	April 2016 - March 2017	Compliance training 100%	DBMgr (with GMs)
5	To implement agreed training and development plans.	July 2016 - March 2017	Training and development plan implemented.	DBMgr (with GMs)
6	To ensure compliance with Fusion's new integrated HR/payroll operating system I-trent	April 2016 and ongoing	System effectively introduced	DBMgr (with GMs)

S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with all Fusion policies and procedures, specifically in respect of recruitment, initial induction and internal communication.	April 2016 and ongoing.	100% compliance achieved.	DBMgr (with GMs)
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2016 and increase trust index score by minimum 5 points	April 2016 - May 2017	Minimum of 60% participation achieved.	DBMgr (with GMs)
3	To ensure maximum participation in the Fusion Colleague Engagement Survey.	Oct-16	Action plan created and implemented.	DBMgr (with GMs)
4	To reaffirm and clarify calendar of operational HR meetings across the Oxford contract and to implement	April 2016	Calendar of meetings confirmed and implemented	DBMgr (with GMs)
5	Set up Divisional Quarterly awards to take place in April, July, October & December	April 2016 - March 2017	Calendar of Awards	DBMgr (with Rgn HR)

S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To undertake formal analysis of workforce by each equality strand and to create specific action plans to increase representation should this falls below Oxford's population make-up.	May 2016	Analysis completed and action plans created.	DBMgr (with GMs)
2	To implement the specific action plans re equality strands.	May - December 2016	Action plans implemented.	DBMgr (with GMs)
3	To create a programme of promotion to establish Fusion as an employer of choice in Oxford.	September 2016	Programme created.	DBMgr (with DBMgr)
	Plan to include attendance at job fairs and school carers events			
4	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2016	Programme implemented.	DBMgr (with DBMgr)
5	Work with new recruitment software Springboard	April 2016 and ongoing.	Information collected and analysed.	DBMgr (with GMs)
6	To deliver induction training for staff in respect of equality and diversity.	April 2016 and ongoing	Training delivered.	DBMgr (with GMs)
7	Commit to hosting at least 2 work experience placements/work apprentices.	April 2016 - March 2017	Placements/Apprentices hosted	DBMgr (with GMs)

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				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
2	To implement the agreed approach to PR communications in respect of the leisure contract and partnership overall	April 2016- March 2017	PR approach implemented.	ME (with DBM)
3	To review and update the KPIs relating to the general awareness of the Oxford leisure facilities; increasing web hits by 10% on 2015/16 and achieve 12 press releases.	April 2016	Measurable KPIs reviewed.	ME (with DBM)
4	To establish an indicative programme of general PR communications across the Oxford contract, with a specific aim of increasing awareness of the facilities. With focus and key target areas: 1) participation 2) things to do 3)schools 4) health & fitness	April 2016	Programme established.	ME (with DBM, DSCD, GM's & CRM's)
5	To implement the programme of general PR communications.	April 2016 - March 2017	Programme implemented.	ME (with DBM, DSCD, GM's & CRM's)
6	To agree a calendar of meeting dates with key representatives of OCC Communications and Branding team and agree a programme of joint working . Aim for quarterly meetings	Apr-16	Meetings held and programme agreed.	ME (with DBM)
7	To implement agreed programme of joint working with OCC Communications and Branding team	June 2016- March 2017	Programme implemented.	ME (with DBM)

M2 To deliver a 5% increase in total membership				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Develop membership marketing plans for each centre.	April 2016	Plan created.	ME (with GMs, CRM's)
2	To implement the agreed centre marketing plans.	April 2016 - March 2017	Plan implemented.	ME (with GM's , CRM's)
3	To create a specific action plan to increase deprived usage.	Apr-16	Plan created.	ME (with GM's , CRM's)
	Plan to targeted work in respect of deprived wards, 60+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;			
5	Develop communication plan to increase the bonus choice membership by 50%	Apr-16	Plan implemented.	ME (with DBM)

M3 To establish and maintain the highest standards of facility presentation				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Audit the Customer Journey presentation against the Fusion IMS guidance and develop any appropriate action plan for improvement	April 2016	Audit undertaken and plan developed.	ME (with DBM & GMs)
2	Implement customer Journey action plan	April 2016 - March 2017	Action plan implemented.	ME (with DBM & GMs)

M4 To establish and maintain the highest standards of web and social media promotion				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Ensure the website for the Oxford leisure facilities remains current and up-to date, website to be fully updated	April 2016- March 2017	Website redesigned and live	ME (with HoM)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter, Instagram and YouTube - each centre has a social media champion who is trained by the groups wider marketing team	April 2016 - March 2017	Action plan implemented.	ME (with DBM ,GMs & CRM's)

M5 To develop connections and outreach with local school, youth clubs and Under18's				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Work with SCD to develop plan to improve relationships with schools and youth clubs to promote health and fitness - Work with 5 identified schools	April 2016- March 2017	Plan completed and implemented	ME (with DBM ,DSCM, GMs & CRM's)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter and YouTube	April 2016- March 2017	Action plan implemented.	ME (with DBM ,GMs & CRM's)

M6 To launch new collateral designs and reduce print wastage				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Design and launch new collateral designs for core literature and sales materials	April 2016-	New materials launched and on site	ME (with HoM)
2	Reduce amount of print wastage by replacing print materials with on-line, electronic, social media, apps etc wherever possible.	April 2016 - March 2017	Waste reduced.	ME (with HoM)

Abbreviations:

DBM Divisional Business Manager
GM General Manager
ME Marketing Executive
DSCDM Divisional Sports and Community Development Manager
HoM Head of Marketing

SPORTS AND COMMUNITY DEVELOPMENT

SCD 1				
To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and update the list of key local stakeholder organisations and contacts within Oxford.	April 2016	List specified.	DSCDMgr
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2016	Calendar established.	DSCDMgr
3	To agree a calendar of meeting dates with key representatives of OCC Sports Development team to initiate joint working .	April 2016	Dates arranged	DSCDMgr
4	To agree joint sport and community development objectives and action plan with OCC Sports Development team for 2016/17.	April - May 2016	Objectives/action plan agreed.	DSCDMgr
5	To implement joint Sport and Community Development action plans	June 2016 - March 2017	Plan delivered	DSCDMgr
6	To review work plan for the delivery of the Sport England funded 'Active Women' project and agree changes.	April 2016	Plan agreed	DSCDMgr
7	Evaluate 'Active Women' sessions and look to increase sustainability with joint partner sessions	Quarterly	Evaluation complete	DSCDMgr

SCD 2				
To develop and maintain positive and proactive relationships with local sports clubs				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and maintain an up to date register of all sports clubs, and community groups and relevant organisations currently using the leisure facilities.	Ongoing	Register up-to-date	DSCDMgr (with GMs)
2	To establish a calendar of regular consultation/liaison with all registered clubs.	April 16	Calendar established.	DSCDMgr (with GMs)
3	To establish a programme of ongoing support for registered clubs, based on the outputs of consultation/liaison.	Ongoing	Programme established.	DSCDMgr (with GMs)
4	To maintain a continuous improvement plan in relation to sports club development.	Ongoing	Programme implemented.	DSCDMgr (with GMs)
5	To maintain links with other key sports clubs within Oxford and to establish a list for consultation/liaison.	July 2016	Links maintained/created	DSCDMgr
6	To establish a process of consultation/liaison with other key sports clubs.	July - September 2016	Programme established.	DSCDMgr
7	To implement process of consultation/liaison with other key sports clubs.	October 2016 - March 2017	Programme implemented.	DSCDMgr
8	To work in partnership with COSC and develop opportunities to work together to develop swimming pathways	Ongoing	plan established	DSCDMgr

SCD 3				
To ensure that all facility programmes are exciting, innovative and attractive to users and potential users				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review and revise the Swimming Pool Programmes	April 16	Strategy and Plan Produced	DSCDMgr
2	Implement the Pool Programme	April 16 onwards	Plan implemented.	DSCDMgr (with GMs)
3	To review centre programmes at all facilities 3 time a year and identify opportunities for any further sessions in each case	April 16	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		August 16	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 16	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
4	To formally review opening hours at all leisure facilities and prepare proposals for change.	April 2016	Review undertaken and any proposals prepared.	DSCDMgr (with GMs)
5	To formally review bank holiday opening hours at all leisure facilities and prepare proposals for OCC agreement	April 2016	Opening hours agreed	DBM (with GMs)
6	To implement agreed proposals for change to opening hours.	May 2016	Agreed proposals implemented.	DSCDMgr (with GMs)

SCD 4				
To proactively explore opportunities for external funding				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To update and maintain the database of potential external funding sources, at national, regional and local levels.	June 2016	Database updated.	DSCDMgr

2	To identify specific opportunities and to develop relevant action plans.	May - July 2016	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2016 - March 2017	Action plans implemented.	DSCDMgr
4	To communicate to GMs the funding opportunities and the utilisation of any funding obtained.	September 2016	Communications delivered.	DSCDMgr

SCD 5				
To positively promote the benefits of healthy living and active lifestyles				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure that all facilities provide an up-to-date "Sports and Community Development" notice board.	Ongoing	Notice board provided.	DSCDMgr
2	To review stakeholder partners for potential new partnerships who can support the promotion of healthy living.	April - June 2016	Partners identified.	DSCDMgr (with GMs)
3	Create and deliver a programme for National Obesity week	Jan-16	Plan created	DSCDMgr
4	To ensure we are a partner in the Older peoples week	Oct-16	Plan created	DSCDMgr
5	To support GO Active Get Healthy project, work together on programmes to get people active	Ongoing	Plan created	DSCDMgr
6	Create and deliver a programme of activities utilising funding opportunities available	Sept 2016	Programme created	DSCDMgr
7	Working with key partners review/develop a plan to improve participation for social care users in leisure facilities	April 2016	Plan Created	DSCDMgr
8	Monitor & evaluate and review the GP Exercise Referral Programme, recommending changes to partners at County referral meetings	Ongoing	Evaluations and reviews undertaken with meetings attended	DSCDMgr
9	To attend health sub group meetings where beneficial	Ongoing	Attend Meetings	DSCDMgr
10	To actively develop links with GP surgeries to increase Exercise on Referral numbers	Ongoing	Plan created	DSCDMgr
		April 2016 -March 2017	Visits made and sign-ups increased	DSCDMgr
11	To establish cardiac rehabilitation phase 4 activities through the commissioning bodies	April - December 2016	Evaluation complete & cardiac Rehabilitation implemented	DSCDMgr & GM's
12	To continue to support Cardiac phase 3 rehab and Pulmonary rehab at Leys Pools	Ongoing	work in partnership	DSCDMgr & GM's

SCD 6				
Develop & maintain relationships with schools and educational groups				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish a calendar of regular consultation/liaison with all registered schools and education groups.	April 16	Calendar established.	DSCDMgr (with GMs)
2	To develop and target at least 4 activities within schools. Supporting the City Top Sports	Apr-16	Activity Programme established.	DSCDMgr (with GMs)
3	To deliver at least 6 events at educational establishments; Schools, colleges, universities, language schools, etc.	April 16 - March 17	Events delivered	DSCDMgr (with GMs)
4	To maintain a continuous improvement plan in relation to schools and colleges development.	Ongoing	Programme implemented.	DSCDMgr (with GMs)
5	Attend the 'Schools Liaison Group' meetings	On-going	Meeting attended	DSCDMgr
6	Be an active stakeholder in the planning and delivery of the Oxford Youth Games and the Oxford disabled Games.	April 16 - March 17	Games planned and delivered with Fusion contribution	DSCDMgr
7	To lead and offer Schools Swimming Service	April 16 - March 17	Liaison established and maintained	DSCDMgr
8	Establish a program of 'Work Experience' aimed at 16 - 21 year old pupils from schools and colleges	Ongoing	Programme implemented	DSCDMgr
9	To offer local schools the opportunities to get them down to the ice rink and experience the rink	October 16 - February 17	At least 500 pupils attending Free Day	DSCDMgr
10	To develop a school event calendar to celebrate sporting events for the centres	April 2016 - June 16		DSCDMgr

FACILITY DEVELOPMENTS

FD1				
To develop a programme of facility development proposals in the leisure facilities, and where these are agreed deliver such developments				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To develop business cases for potential facility developments to be incorporated into 2016 business planning / annual service planning processes.	April - June 2016	Business cases developed.	DBMgr
2	To work as Oxford City Councils Preferred supplier of Leisure Provision	April 2016- March 2017	Partnership & Contractual opportunities	DBMgr

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

PARTNERSHIP DEVELOPMENT

PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To fully agree the dates, agendas and required attendees for all client-contractor meetings in 2016/17	April 2016	All details agreed.	DBMgr
2	To ensure 100% compliance with agreed client-contractor meeting arrangements	April 2016 and ongoing	100% compliance.	DBMgr
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2016 and ongoing	100% compliance.	DBMgr
4	To fully agree the format, content and timing of all reporting arrangements for 2016/17	April 2016	All details agreed.	DBMgr
5	To ensure 100% compliance with agreed reporting arrangements.	April 2016 and ongoing	100% compliance.	DBMgr
7	To contribute positively and proactively to the Partnership Board meeting.	April 2016 and onwards	Partnership Board meeting held with demonstrable contribution.	DBMgr
9	To submit and present draft Annual Service Plan to Partnership Board.	December 2016	Draft Annual Service Plan submitted.	DBMgr
10	To agree final Annual Service Plan for 2016/17 and prepare for implementation.	January - March 2016	Final Annual Service Plan agreed and implementation preparation underway.	DBMgr

PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To liaise with the Council to agree a specific list of potential opportunities	April 2016 onwards	List identified and course of action agreed.	DBMgr
2	To implement any agreed course of action in respect of additional opportunities.	April -2016 onwards	Course of action implemented.	DBMgr
3	To continually propose added value and increased facility provision if necessary	2016/17	Business case developed/amended.	DBMgr

PD3 To optimise the development of the partnership between Fusion and Oxford City Council				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council	April - June 2016	Processes reviewed.	DBMgr
	To review monthly report template			

Abbreviations:

DBMgr Divisional Business Manager
GM General Manager

LINKS WITH OBJECTIVES

STRATEGIC OBJECTIVES		RELEVANT SERVICE PLAN AIMS
Partnership Board Objectives		
PB1	delivery of the various service and facility improvements set out in Fusion's tender submission	F1, F2, P1, P2, P3, P4, P5, P6, P7,P9, CR 1, CR 2, FM 2, FM 3, FM 4, FM 5, FM 6, S1, S2, S3, M2, M3, M4, SCD 1, SCD 2, SCD 3, SCD 4, SCD 5, SCD 6, FD 1, PD 1, PD 2, PD 3, PD 4, PD 5
PB2	To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year.	FM2, FM3
PB3	Increasing engagement with and participation by the Council's target groups, as follows: 5% increase in participation by users resident in the most deprived wards in Oxford, 5% increase in participation by new users, 5% increase in participation by users who are members of BME groups, 5% increase in participation by users with disabilities, 5% increase in participation in the junior free swim scheme, 5% increase in participation in the 60+ free swim scheme	F2, P1, P2, P3, P4, P5, P6, P7,P9, M1, M2, M4, SCD 1, SCD 2, SCD 3, SCD 6
PB4	delivery of the major facility development schemes	FD 1,
PB5	a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	M1
PB6	improving access to the facilities (e.g. car parking)	P8
PB7	to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	FD 4, PD 2, PD 3, PD 4, PD 5
Oxford City Council Corporate Objectives		
OCC1	Vibrant Sustainable Economy	F1, F2, F3, P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 3, FM 6, M2, M3, M5, SCD 1, SCD 3, SCD4, SCD 6, FD 1,
OCC2	Meeting Housing Need	FM 3, FM 5
OCC3	Strong Active Communities	P1, P2, P3,P4, P5, P6, P7, P8, P9.
OCC4	Cleaner Greener Oxford	FM 2, FM3
OCC5	Efficient Effective Council	F1, F2, F3 CR 1, CR 2, CR 3, FM6, S1, S2, M5, SCD1, SCD2, SCD5, PD1, PD3, PD5
Fusion Corporate Objectives		

Fus 1	to deliver a 5% year-on-year increase on like-for-like income	F1, F2, S1, M2, M3
Fus 2	to deliver all facility redevelopments on time and on budget and to deliver the projected uplifts	F1,
Fus 3	to deliver a surplus margin of 5%	F1
Fus 4	to ensure that customer satisfaction "good"/"excellent" ratings exceed 95%; 100% for staff	CR 1, CR 2, CR 3, S1, M2, M3
Fus 5	to deliver measurable improvements in like-for-like National Benchmarking Survey results	P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 2, CR 3
Fus 6	to reduce attrition of subscription memberships to less than 50% per annum	CR 3
Fus 7	to deliver a 5% year-on-year increase in like-for-like general participation	P1, P2, P3, P4, P5, P6, P7, P8,P9
Fus 8	to deliver a 5% year-on-year increase in like-for-like participation by target groups	P1, P2, P3, P4, P5, P6, P7, P8,P9
Fus 9	to ensure 100% compliance with Basecamp inspection regimes and to deliver an average score of at least 95% on Basecamp inspection scores	FM 1
Fus 10	to deliver a Quest accreditation rating of 'Good'	FM 6
Fus 11	to ensure 100% compliance with health and safety audit regimes and to deliver an average score of at least 90% on relevant audit scores	HS 1
Fus 12	to deliver a 2% year-on-year reduction in staff turnover	S1, S2, S3
Fus 13	to deliver a cross-company ratio of staff costs/income of 50%	F1, S1
Fus 14	to deliver a 2% year-on-year reduction on like-for-like energy consumption	FM 2
Fus 15	to deliver a 20% reduction in waste production and a 20% increase in recycling	FM 3
Fus 16	to win 3 new partnerships at 5-10 million	PD 2, PD 3, PD 5
FUS 17	To achieve turnover of 85 million pounds	PD 2, PD 3, PD 5

SERVICE PLAN AIMS		RELEVANT STRATEGIC OBJECTIVES
F1	Each Centre financial self sustainable	PB 1, OCC 1, OCC 5, Fus 1, Fus 2, Fus 3, Fus 13

F2	To ensure that pricing structures and levels across the leisure facilities are appropriate	PB 1, PB 3, Fus 1
P1	To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City	PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
P2	To deliver a 5% year-on-year increase in participation by users aged over 50	PB 1, PB 3, OCC 1, Fus 5, Fus 8
P3	To deliver a 5% year-on-year increase in participation by users aged under 16	PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
P4	To deliver a 5% year-on-year increase in participation by users from BME groups	PB 1, PB 3, OCC 1, Fus 5, Fus 8
P5	To deliver a 5% year-on-year increase in participation by disabled users	PB 1, PB 3, OCC 1, Fus 5, Fus 8
P6	To deliver a 5% year-on-year increase in participation on the junior free swimming scheme	PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
P7	To deliver a 5% year-on-year increase in participation on the 60+ swimming scheme	PB 1, PB 3, OCC 1, Fus 5, Fus 8
P8	To deliver a 5% year-on-year increase in participation in Ladies Activities	PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 8
P9	To deliver a 5% increase in participation target - over achievement	PB 1, PB 3, OCC 1, OCC 3, Fus 5, Fus 9
CR 1	To maintain levels of satisfaction at 95%	PB 1, OCC 1, OCC 5, Fus 4, Fus 5
CR 2	Striving for excellence 65%	PB 1, OCC 1, OCC 5, Fus 4, Fus 5
CR 3	Response time for customer feedback - no more than 7 days - closed off	OCC 1, OCC 5, Fus 4, Fus 5, Fus 6
CR 4	To deliver a reduction of at least 6% attrition levels for membership	OCC 1, OCC 5, Fus 4, Fus 5, Fus 7
HS 1	To ensure 100% compliance with Fusion H&S policies and procedures	Fus 11
FM 1	To achieve average Fusion 360 inspection scores of at least 95% across all facilities	Fus 9
FM 2	To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year.	PB 1, PB 2, OCC 4, Fus 14
FM 3	To reduce general refuse by 25% and to increase recycling waste by 25%	PB 1, OCC 2, Fus 15
FM 4	To ensure that high standards of cleaning are achieved at all times	PB 1

FM 5	To ensure that high standards of repair and maintenance are achieved at all times	PB 1, PB 2, OCC 2
FM 6	To maintain Quest accreditation at a minimum 'Excellent' at Ferry L. C, Good at Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C.	PB 1, OCC 1, Fus 10
S1	To ensure that the Right People are in the Right Place at the Right Time	PB 1, Fus 1, Fus 4, Fus 12, Fus 13
S2	To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall	PB 1, Fus 12
S3	To ensure that the Fusion workforce in Oxford is as representative as possible of the local community	PB 1, Fus 12
M1	To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	PB 3, PB 5
M2	To deliver a 5% increase in total membership	PB 1, PB 3, OCC 1, Fus 1, Fus 4
M3	To establish highest standards of facility presentation	PB 1, OCC 1, Fus 1, Fus 4
M4	To establish and maintain the highest standards of web and social media promotion	PB 1, PB 3
M5	To develop connections and outreach with local schools	OCC 1
M6	To launch new collateral designs and reduce print wastage	Fus 15, OCC 4
SCD 1	To develop positive and proactive partnerships with key local stakeholders	PB 1, PB 3, OCC 1
SCD 2	To develop positive and proactive relationships with local sports clubs	PB 1, PB 3
SCD 3	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users	PB 1, PB 3, OCC 1
SCD 4	To proactively explore opportunities for external funding	PB 1
SCD 5	To positively promote the benefits of healthy living and active lifestyles	PB 1, PB 3, OCC 1
SCD 6	Develop & maintain relationships with schools and educational groups	PB 1, PB 3, OCC 2
FD 1	To develop a programme of other facility development proposals in the leisure facilities	PB 1, PB 7, OCC 1
PD 1	To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements	PB 1
PD 2	To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	PB 1, PB 7, Fus 16
PD 3	To optimise the development of the partnership between Fusion and Oxford City Council	PB 1, PB 7, Fus 16

RISK ANALYSIS

INTRODUCTION:

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

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

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

RISK ANALYSIS:

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Operational health and safety	Staff or customer injury, product or service liability, reduced ability to operate	4	3	12	Board member with specific responsibility for H&S	4	2	8
					Specialist H&S Manager in post			
					Comprehensive H&S management policies and procedures in place			
					Regular monitoring and ongoing reporting of relevant H&S KPIs			
					Comprehensive H&S training undertaken			
					System of internal audit			
Cashflow sensitivity	Inability to meet commitments, lack of liquidity to cover variance, impact on operational activities	4	2	8	Full-year cashflow projections included in financial plans with prudent assumptions	4	1	4
					Major sensitivities identified with mitigating actions			

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

	and customer dissatisfaction				<p>Corporate ICT recovery plan established as part of business continuity plan</p> <p>All data backed up daily</p> <p>Corporate ICT systems housed in a secure environment</p>			
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	<p>Corporate business continuity plan in place and regularly reviewed</p> <p>Division-specific business continuity plan to be developed</p> <p>All data backed up daily</p> <p>Corporate ICT systems housed in a secure environment</p> <p>Fire and related risk assessments in place on a site-by-site basis and regularly reviewed</p> <p>Emergency Action Plans in place on a site-by-site basis and regularly reviewed</p>	3	2	6
Fraud or financial error	Financial loss, reputational damage, regulatory action, client dissatisfaction	3	2	6	<p>Financial control procedures established and audited regularly</p> <p>Scheme of delegation established with separation of duties, authorisation limits and regular board reporting</p> <p>Insurable risks covered where possible</p>	3	2	6
Lack of direction, strategy and forward planning	Financial loss, reputational damage, client and customer dissatisfaction	3	2	6	<p>5-year strategic plan in place with 5-year objectives and targets reviewed and set on an annual basis</p> <p>Annual business plan in place setting out key aims, objectives and policies with defined financial plans and budgets</p> <p>Annual service plans established on a divisional basis, setting our objectives, targets and planned actions</p> <p>Comprehensive monitoring of financial and operational performance</p> <p>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</p>	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	Established and properly resourced Executive Management Team, Senior Management Team and Divisional teams.	2	3	6
					Clear policies and procedures in respect of internal communication, knowledge management and quality management systems			
					Proactive recruitment policies in order to identify and appoint relevant staff.			
					Comprehensive training, appraisal and personal development policies and procedures to ensure appropriate progression of staff.			
					Comprehensive succession planning across the business			
					Establishment of appropriate notice periods to ensure that sufficient time is available for recruitment and replacement			
Employment disputes	Staff dissatisfaction, loss of income, disruption of business, client and customer dissatisfaction, reputational damage	3	2	6	Appropriately resourced central HR team, supported by relevant specialist advisors	3	2	6
					Comprehensive recruitment and staff management procedures			
					Comprehensive training programmes for all line managers, with published training and development plan			
					Staff Partnership and Consultative committee established together with regular dialogue with staff representatives			
					Formal recognition of key unions and regular dialogue with relevant representatives			
Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9	Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules	3	2	9
					Establishment of Partnership Board to provide guidance and support in relationship			
					Establishment of an agreed Annual Service Plan, with shared objectives, agreed			

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

Key:

Severity of impact:

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

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

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

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

Likelihood of occurrence:

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

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