

**To:** Value and Performance Scrutiny Committee

**Date:** 25 June 2012

**Report of:** Head of Leisure and Parks

**Title of Report:** A report on the performance of the council's leisure management contract with Fusion Lifestyle, covering the period from April 2011 to March 2012.

## Summary and Recommendations

**Purpose of report:** To provide a performance update of the city's leisure management contract with Fusion Lifestyle, April 2011 to March 2012.

**Report Approved by:**

**Finance:** James Marriot

**Legal:** Lindsay Cane

**Policy Framework:**

- Strong, Active Communities
- Efficient, Effective Council

**Recommendation(s):** To note the content of the 2011/ 12 performance update for the Council's Leisure Management Contract with Fusion Lifestyle.

## Introduction

- 1.1 On the 30<sup>th</sup> of March 2009 the Council transferred the management of its leisure facilities to Fusion Lifestyle. This was for a 10 year contract, with the option of a five year extension.
- 1.2 Fusion Lifestyle is a registered not for profit charitable organisation. As a registered charity, Fusion continually reinvests to improve the sport and leisure offer in the community.
- 1.3 The Leisure Management Contract incorporates the service delivery of the Council's seven leisure facilities;

- Barton Leisure Centre
- Blackbird Leys Leisure Centre
- Blackbird Leys Swimming Pool
- Ferry Leisure Centre
- Hinksey Outdoor Pool
- Oxford Ice Rink
- Temple Cowley Pools.

1.4 This report sets out performance of the leisure facilities managed on behalf of the Council by Fusion Lifestyle April 2011 to March 2012, and where comparison data is available performance against previous years delivery.

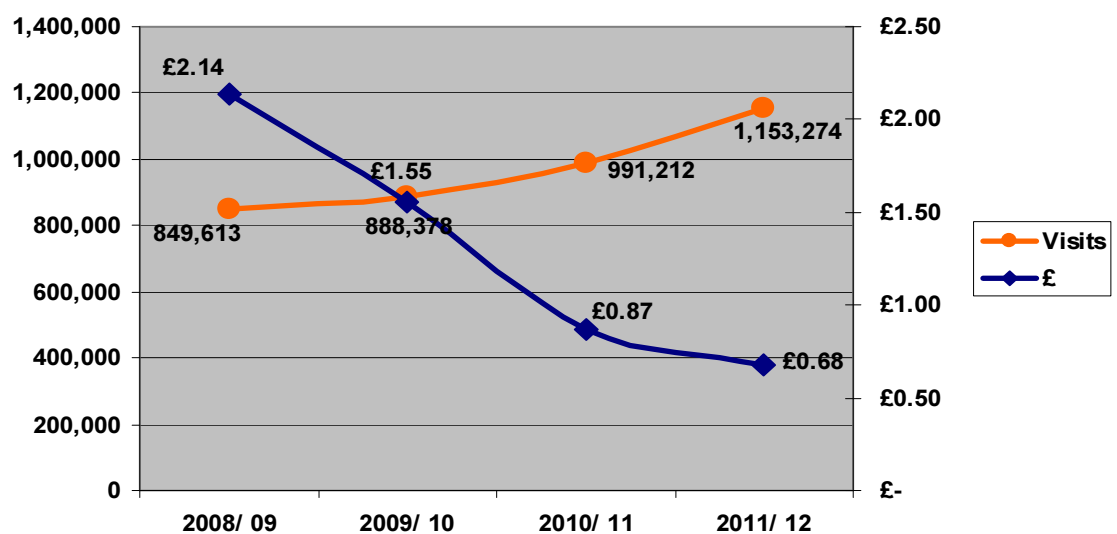
### Value for money

2.1 The cost to the council is fixed over the ten year contract period and delivers the council just under £7m of savings over the ten years. This is based on improved quality facilities, charging the market rate for those who can afford it and offering concessions to those on income support.

2.2 The annual number of visits, management fee and utilities costs for March 2009 onwards has been used to demonstrate the overall subsidy per user.

2.3 The pre transfer subsidy for leisure management was £2.14 per user. Subsidy per user in 2011/12 reduced by 22% compared to the same period 2010/11.

Council subsidy per user comparison,  
September 2008 to March 2012



2.4 A confidential appendix to this report gives the centre specific breakdown of Fusion Lifestyle costs and net subsidy per user

(appendix one). This is a confidential appendix as it contains commercially sensitive information that would assist other leisure operators when bidding for contracts.

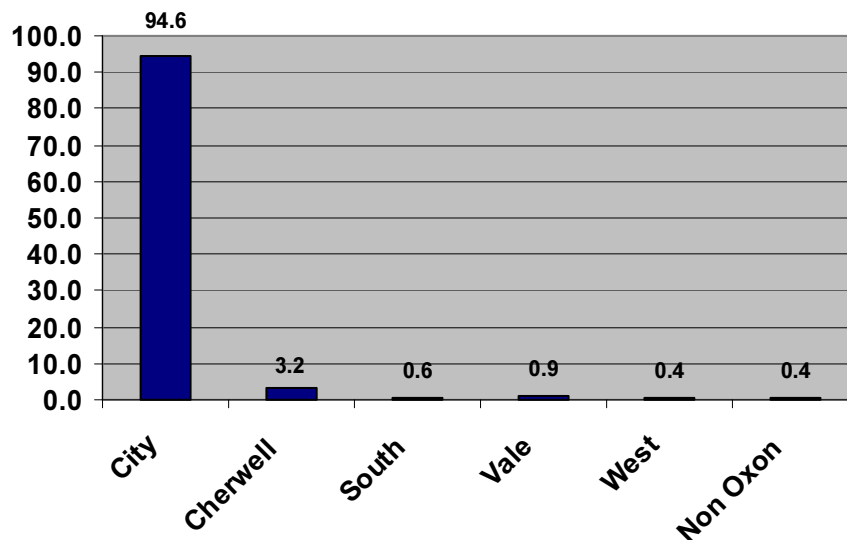
- 2.5 Competitor benchmarking against neighbouring leisure providers demonstrated that fees and charges in city leisure facilities are comparable and in some instances better value for money.
- 2.6 In 2011/12 and for a third consecutive year there was no change to the price of the Bonus concessionary membership scheme. More than 33% of total memberships were held by Bonus concessionary members demonstrating high levels of inclusivity.
- 2.7 The Bonus concessionary membership costs was at least 30% less than comparable concessions offered at The Windrush Leisure Centre, managed on behalf of Cherwell District Council by Nexus community.

## Participation

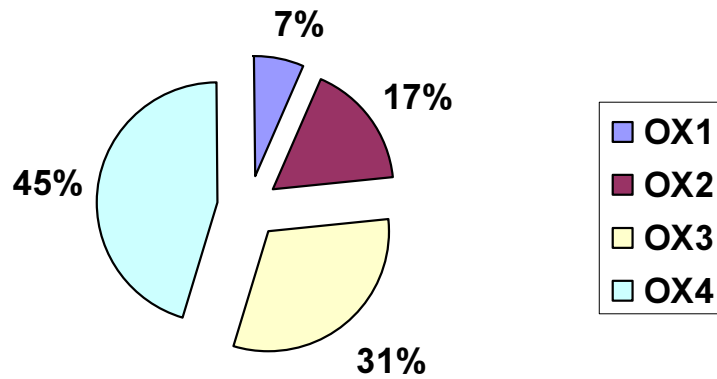
### 3.1 Membership uptake

#### 3.1.1 Total percentage of U17s leisure membership uptake by Oxfordshire district.

- 94.6% of membership uptake for Oxford leisure facilities are city residents.

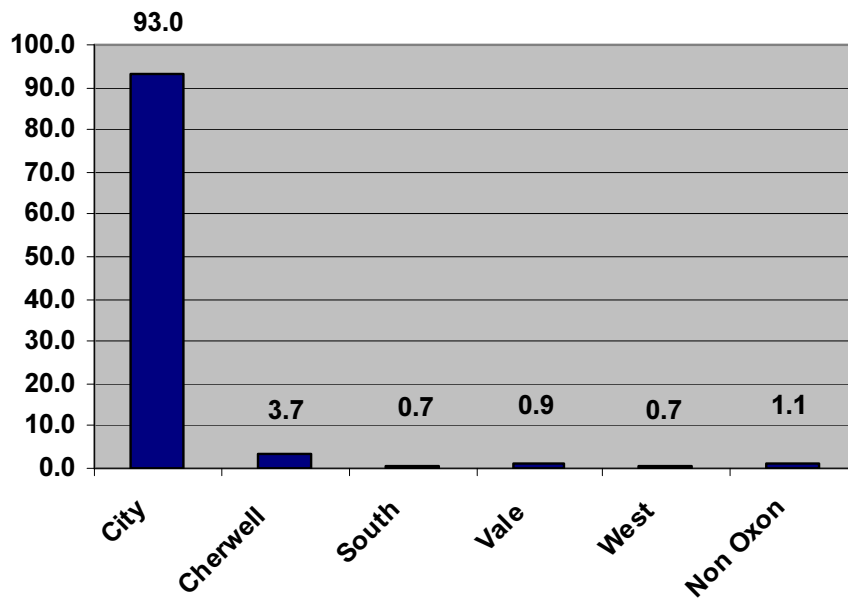


3.1.2 Total percentage of U17s leisure membership uptake by City postcode.

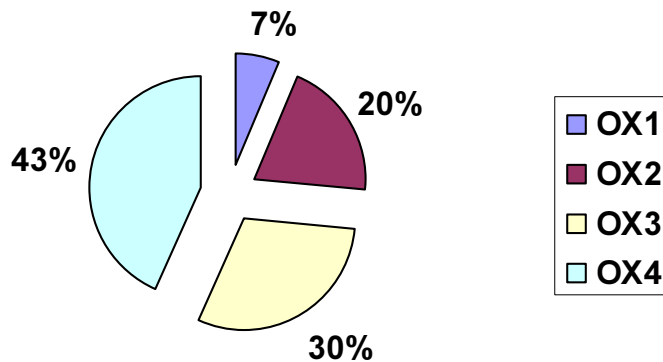


3.1.3 Total percentage all leisure membership uptake by Oxfordshire district.

- 93% of membership uptake for Oxford leisure facilities are those resident in the City.

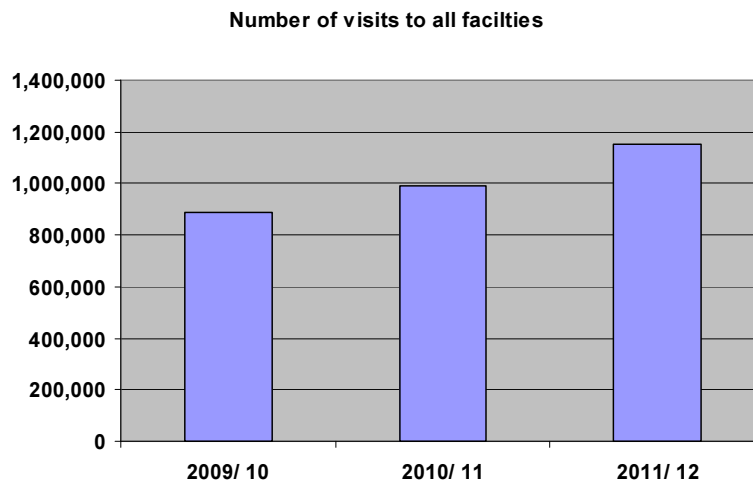


3.1.4 Total percentage of all leisure membership uptake by City postcode.



3.2 Total number of visits.

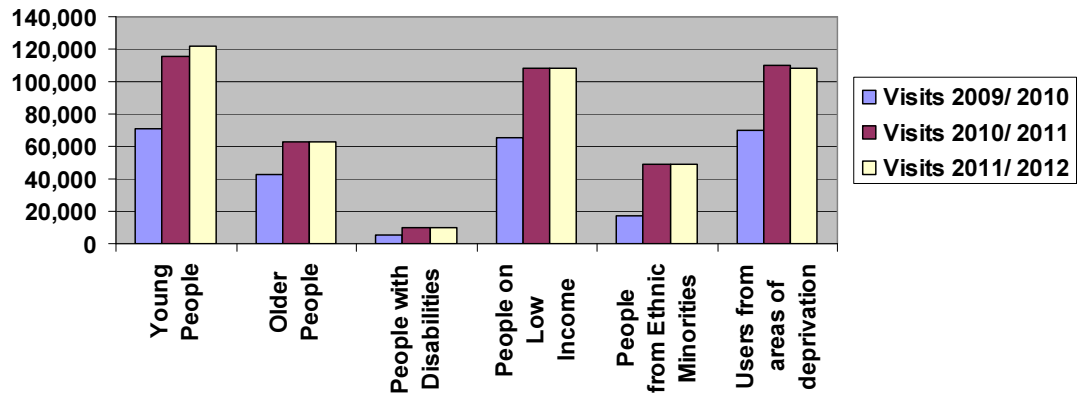
- The overall number of visits to leisure facilities has increased year on year by 16%. This is equal to just over 162,000 more visits to leisure facilities in 2011/12, and when compared with the period prior to the transfer to Fusion Lifestyle more than 303,000 additional visits.



3.3 Visits by target groups of people.

- The overall number of visits by targeted participation groups has increased year on year since contract commencement.

Number of visits to all leisure facilities by target group



3.4 In 2011/12 the number of visits to leisure facilities by target groups has increased from the 2009/10 baseline year by:

Young People	42%
Older People	47%
People with Disabilities	66%
People on Low Income	39%
People from Ethnic Minorities	76%
Users from areas of deprivation	36%

## Carbon Management

4.1 Carbon reduction initiatives in leisure facilities since 2008 have included:

- Mechanical and liquid pool covers
- Energy efficiency lighting projects and replacement
- A waste heat reuse initiative (Oxford Ice Rink)
- Replacement of pool and ice rink mechanical equipment
- Valve insulations
- Variable speed drives on air handling units and pool circulation pumps
- Education and training of staff.

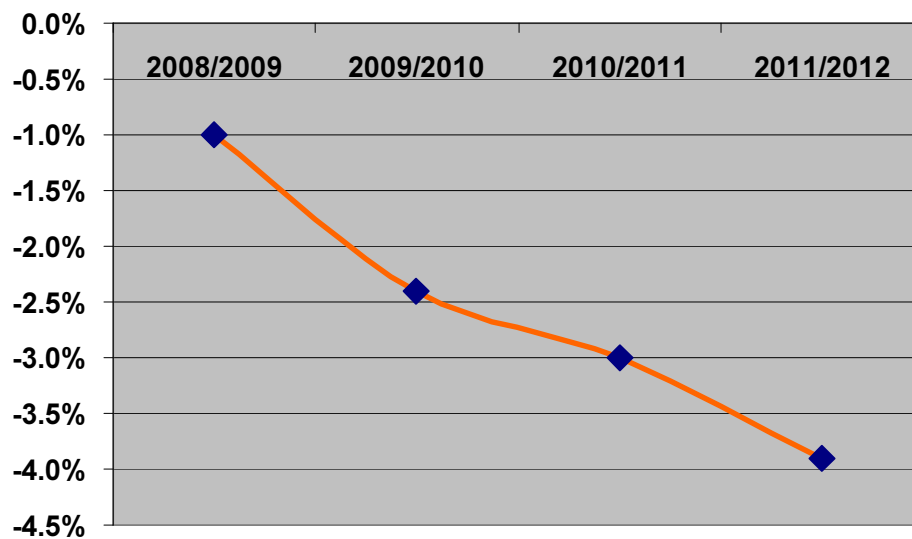
4.1.1 Utility consumption across all leisure facilities in 2011/12 compared with 2010/11 decreased by:

- 3.75% for electricity
- 2.5% for gas.

4.2 2011/12 Kwh Co2 per visitor to leisure facilities.

Barton Leisure Centre	3.69
Blackbird Leys Leisure Centre	2.16
Blackbird Leys Pool	3.93
Ferry Leisure Centre	1.18
Hinksey Outdoor Pool	7.56
Oxford Ice Rink	4.21
Temple Cowley Pool	3.92
<b>Total for leisure facilities</b>	<b>2.74</b>

4.3 An overall 3.9% reduction in carbon tonnes was achieved in 2011/12 when compared to 2010/11.



4.4 Fusion has environmental notice boards in each of the leisure facilities and staffs receive training in energy and carbon reduction.

4.5 Smart meters (automatic meter readers) have been installed in all leisure facilities, this has resulted in improved understanding of energy consumption and has increased the ability to react to consumption anomalies in a more efficient and effective manner.

4.6 Monthly excess energy consumption reports are now issued to highlight further potential operational energy/ carbon savings in leisure facilities. These are reviewed by:

- Each leisure facility
- Fusion Lifestyles Environmental Manager
- At the regular meetings between council and Fusion Lifestyle officers

## Quality of service

- 5.1 Quality of provision continuously improves across leisure facilities.
- 5.2 International Standards 14001, 14002<sup>1</sup> and 9001<sup>2</sup> have been maintained following external audit assessment.
- 5.3 The Council achieved the British Standards Energy Reduction Verification (ERV) Kitemark in 2011 and was the first UK local authority to achieve this with the cooperation of Fusion Lifestyle.
- 5.4 Five of the leisure facilities have achieved the UK quality award scheme for sport and leisure, QUEST accreditation:
  - Barton Leisure Centre
  - Blackbird Leys Leisure Centre
  - Ferry Leisure Centre
  - Hinksey Outdoor Pool
  - Oxford Ice Rink.
- 5.5 In March 2012 Ferry Leisure Centre was awarded a national Bench Marking Survey award for improvement in finance and efficiency.
- 5.6 The Council has continued to invest in leisure facilities and now has:
  - An additional indoor spin cycle studio at Barton Leisure Centre
  - Replaced the pool lining and improved customer facing facilities at Hinksey Outdoor Pool
  - Completed internal and external maintenance and decoration at Oxford Ice Rink.

## Customer satisfaction

- 6.1 Overall customer satisfaction<sup>3</sup> for 2011/12 was 97%, a year on year increase of 2%.

---

<sup>1</sup> ISO 14001 and 14002 are a family of standards related to environmental management that exists to help organizations minimize how their operations negatively affect the environment, to comply with applicable laws, regulations, and other environmentally oriented requirements, and continually improve in the above.

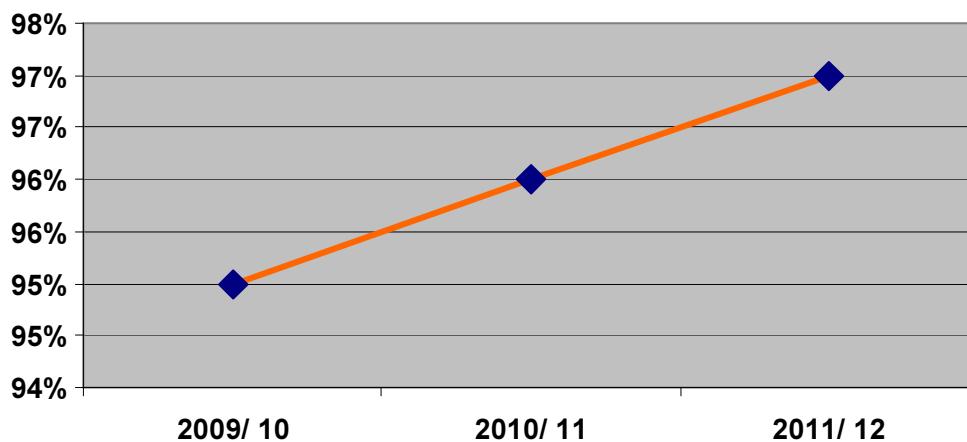
<sup>2</sup> The ISO 9001 is a standard related to quality management systems and designed to help organizations ensure that they meet the needs of customers and other stakeholders.

<sup>3</sup> *'Please Tell Us What You Think'* the percentage of customers at least satisfied with leisure facility provision.



	<b>Total</b>
Knowledgeable, friendly staff	99%
Range of activities	99%
Condition of building	96%
Cleanliness	96%
Value for money	97%
Equipment	98%
Ease of booking and paying	97%
Ease of gaining information	97%
Website	95%

**Customer satisfaction 2009 to 2012**



## **Outreach work**

7.1 Sports and community development initiatives continue to be successfully implemented. Initiatives in 2011/12 have included:

- Active Women project: This is a three year project being driven by Sport England to get more women from disadvantaged communities and more women caring for children, playing sport.
- Barton Learning Board programme: Fusion Lifestyle supported with the objectives to signpost people onto a learning programme with an activity schedule for all courses produced.
- International Women's day: A festival hosted at Blackbird Leys Leisure Centre with six key activities promoted.
- MEND Swim for Life Classes: MEND is a partnership organisation that empowers children and adults to become fitter, healthier and happier and to reach or maintain a healthier weight. Through designing programmes and services, offering long-term solutions that help people improve their health, fitness, and self-esteem. They provide

the information and support people need to choose healthier foods and spend more time being active.

- Sportivate Swimfit: Sportivate is a lottery funded programme that gives 14 to 25 years olds access to six-week courses in a range of sports.
- Increasing participation with Social Care Users: Fusion Lifestyle are project leaders working with key partners to promote accessibility to leisure facilities.
- 2012 Olympic legacy: Delivering a programme of affordable and accessible initiatives with the aim to draw on the effects of the Olympic Games and to produce a sporting and cultural legacy for Oxford City.

## **Conclusion**

The leisure management contract has continued to perform well:

- 7.1 The council net subsidy per user since the commencement of the leisure contract has reduced by 68% and continues to demonstrate a year on year decrease.
- 7.2 Utility consumption from facilities is continuously decreasing and there has been an 11% reduction in Carbon emissions since 2006.
- 7.3 Overall participation has increased since the commencement of the contract and the number of visits for target groups has generally shown good improvement.
- 7.4 The Bonus concessionary membership offer has been held for a third consecutive year, supporting affordable accessibility to leisure facilities and activities.
- 7.5 Customer satisfaction has continued to increase since the transfer of management to Fusion Lifestyle.
- 7.6 Through outreach programmes and interaction with other partners around public health issues sports and community development provision has improved giving good grounding for the future opportunities to be explored and implemented,.
- 7.7 Significant council investment and improved quality of the leisure provision has been demonstrated through the Achievements of:
  - QUEST accreditation
  - National Benchmark survey award
  - Environmental accreditation.

**Name and contact details of author:**

Ian Brooke  
Head of Leisure and Parks  
Email: [ibrooke@oxford.gov.uk](mailto:ibrooke@oxford.gov.uk)

Tel: 01865 252705

**Background papers:**

- April 2011 to March 2012 Monthly Client Performance Reports.

**Version number:** Final Version

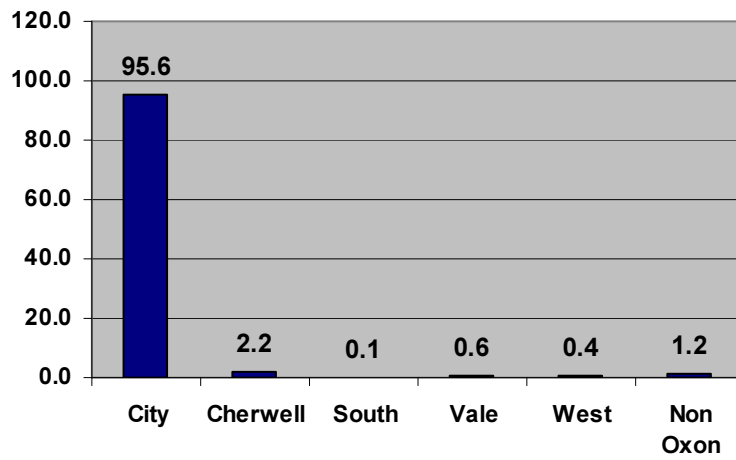
## **Appendix One:**

This is a confidential appendix as it contains commercially sensitive information that would assist other leisure operators when bidding for contracts.

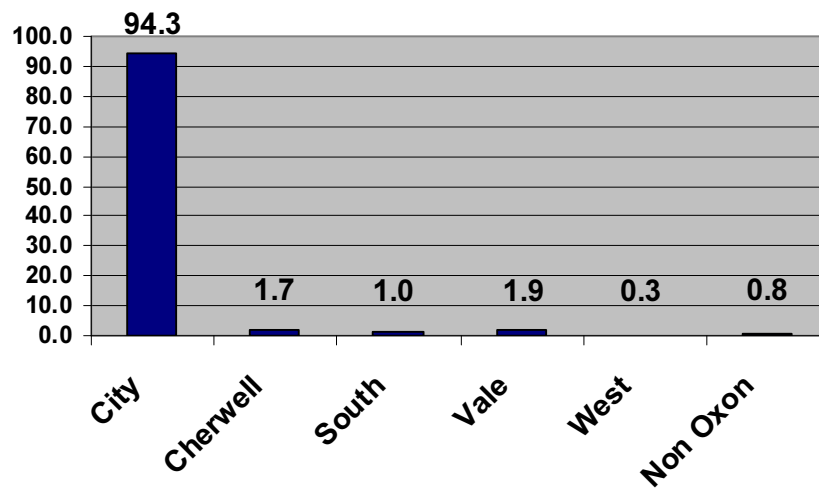
## Appendix Two: Leisure membership percentage uptake

### 2.1 All members by Oxfordshire district

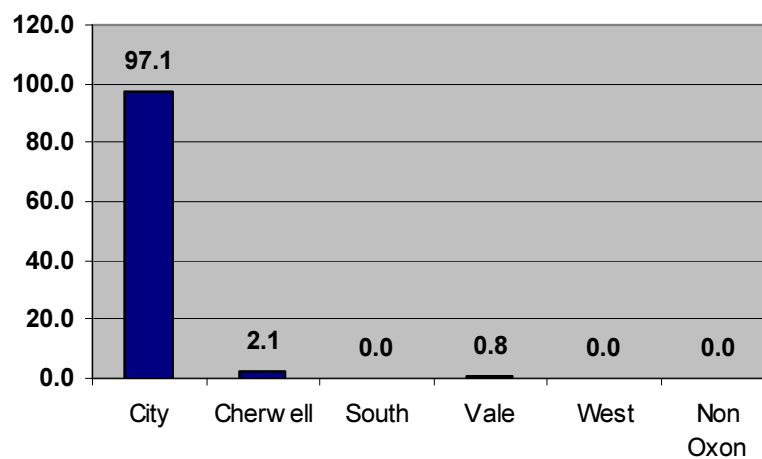
#### Barton Leisure Centre



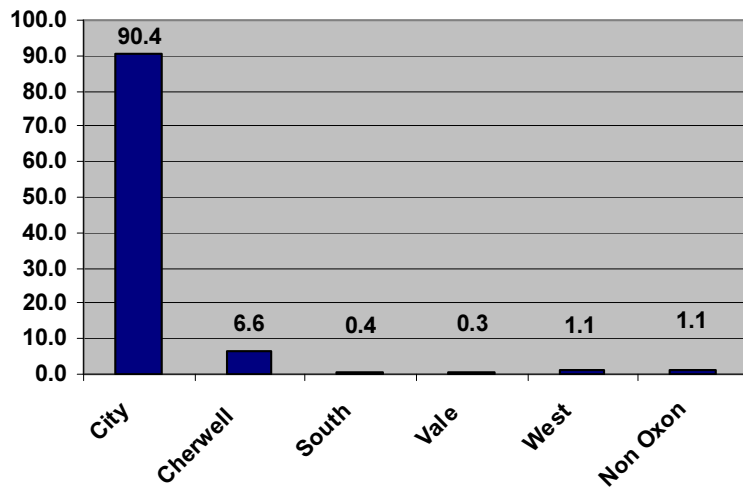
#### Blackbird Leys Leisure Centre



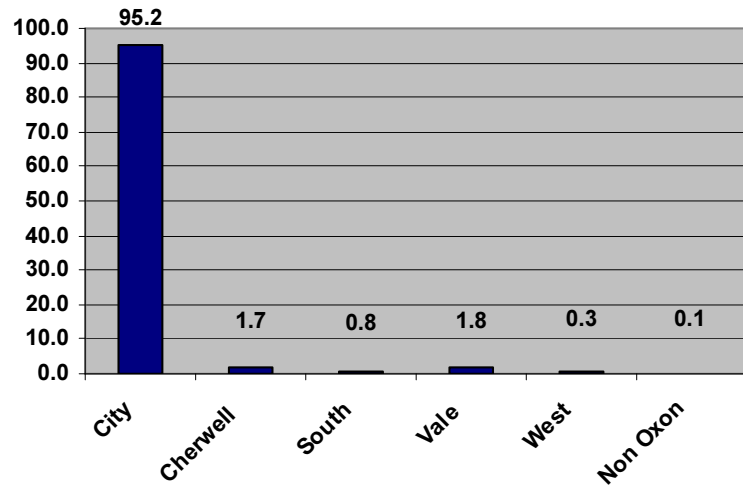
#### Blackbird Leys Pool



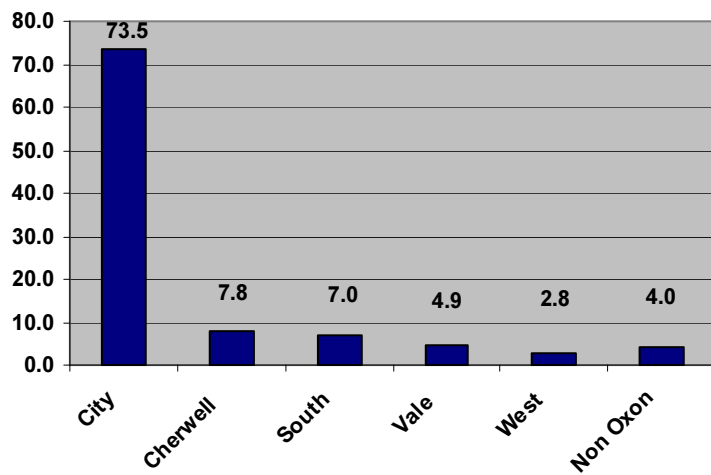
### Ferry Leisure Centre



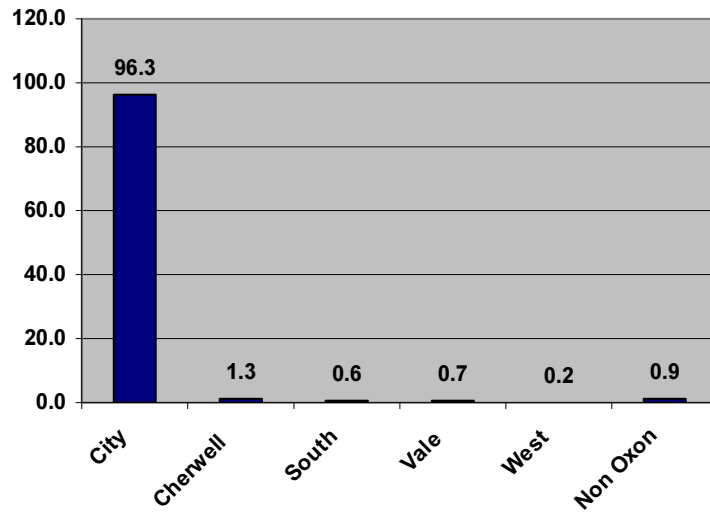
### Hinksey Outdoor Pool



### Oxford Ice Rink

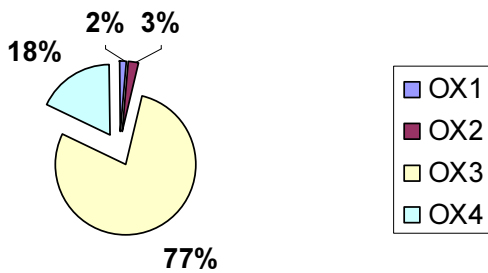


## Temple Cowley Pool

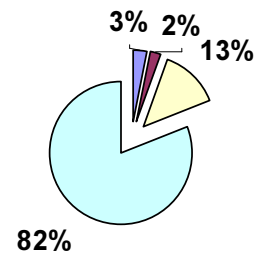


## 2.2 All members by City postcode

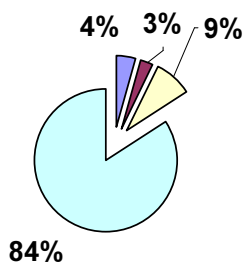
**Barton Leisure Centre**



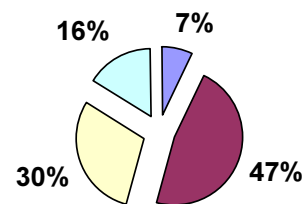
**Blackbird Leys Leisure Centre**



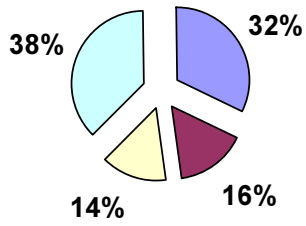
**Blackbird Leys Pool**



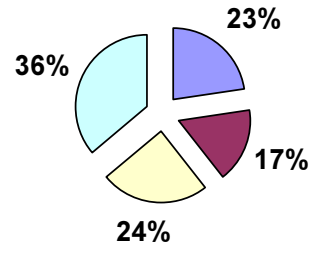
**Ferry Leisure Centre**



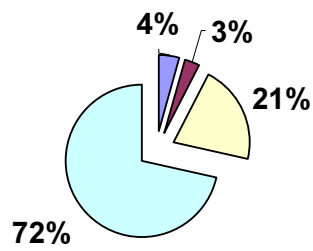
### Hinksey Outdoor Pool



### Oxford Ice Rink

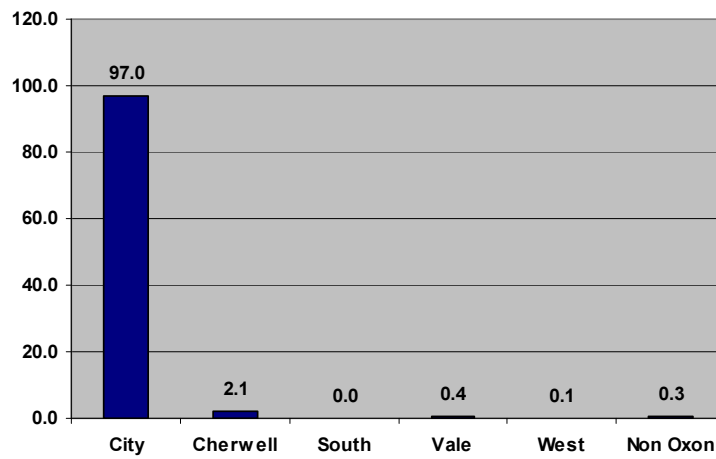


### Temple Cowley Pool



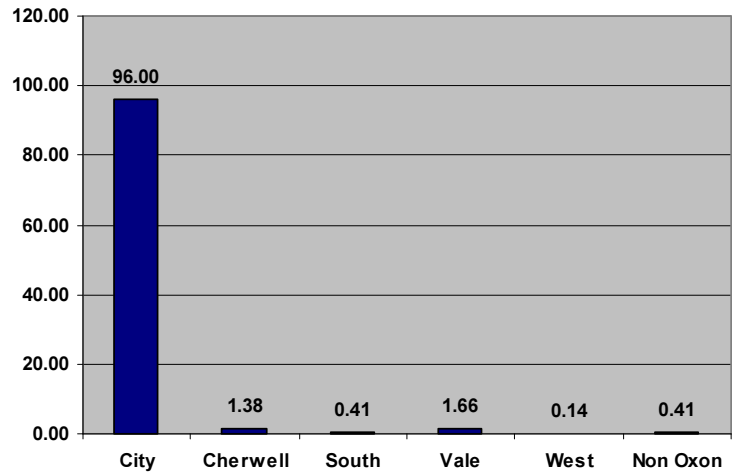
## 2.3 Under 17s by Oxfordshire district

### Barton Leisure Centre

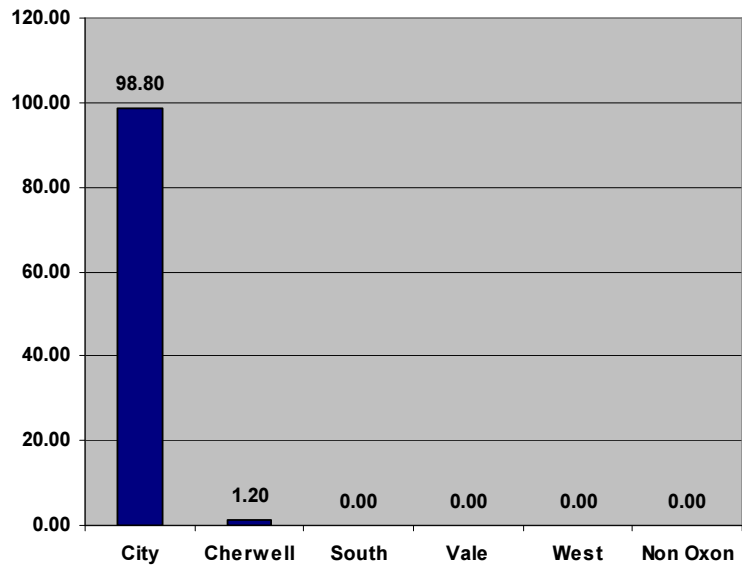




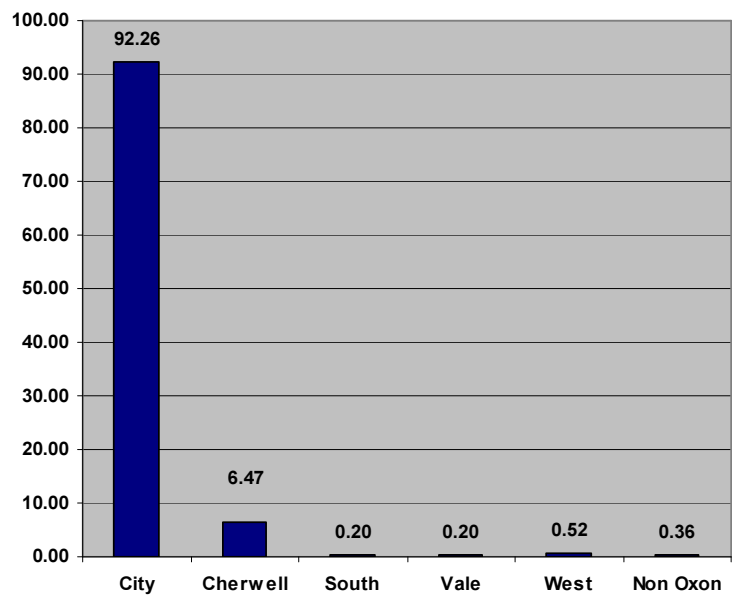
### Blackbird Leys Leisure Centre



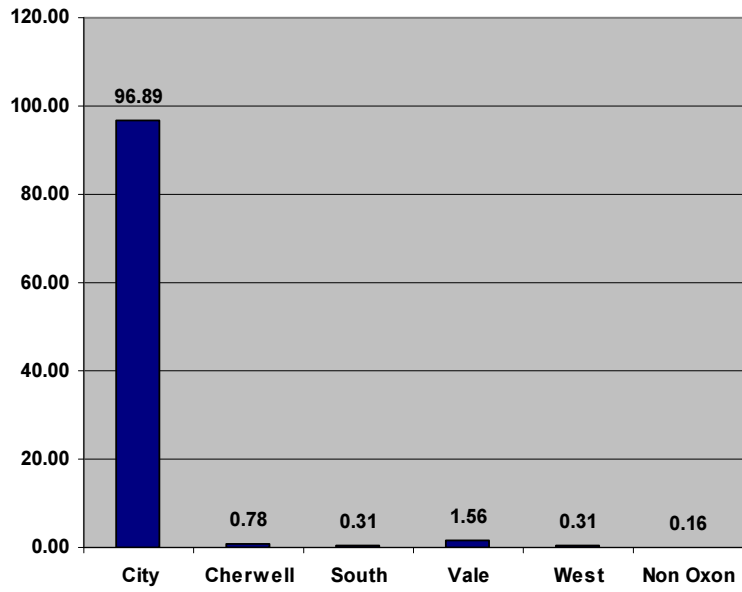
### Blackbird Leys Pool



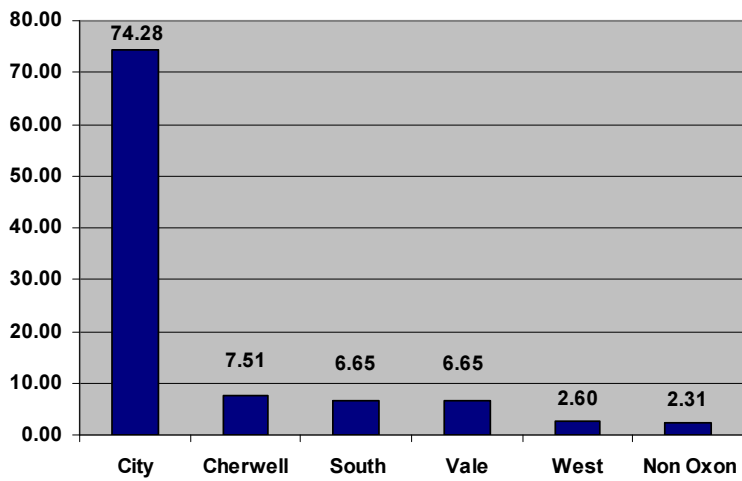
### Ferry Leisure Centre



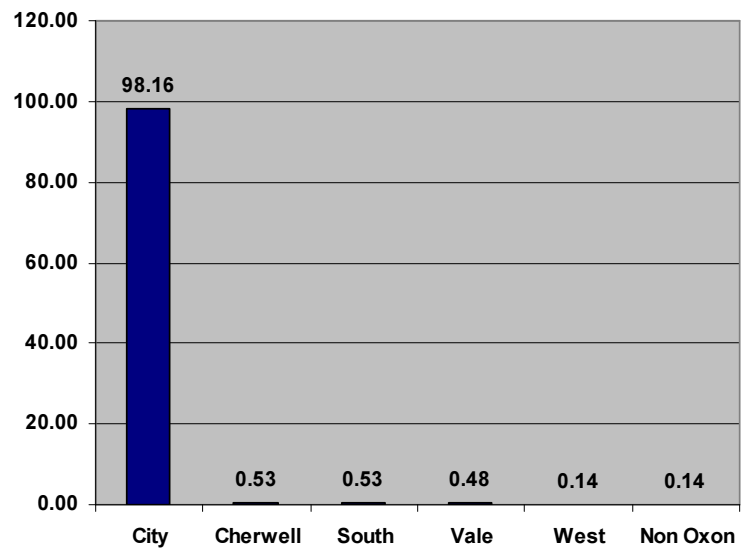
### Hinksey Outdoor Pool



### Oxford Ice Rink

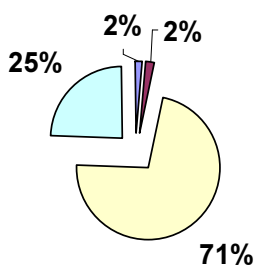


### Temple Cowley Pool

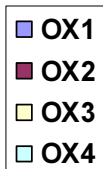
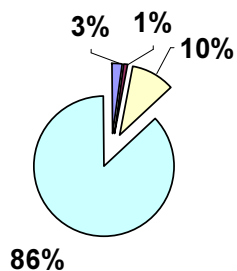


3.1 Under 17s by City postcode

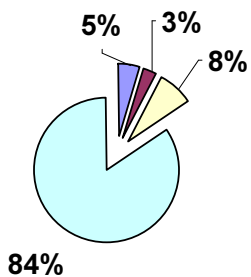
**Barton Leisure Centre**



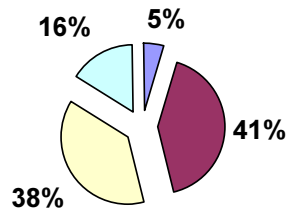
**Blackbird Leys Leisure Centre**



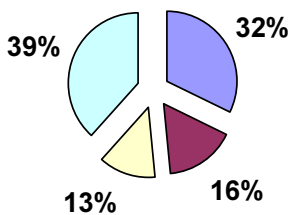
**Blackbird Leys Pool**



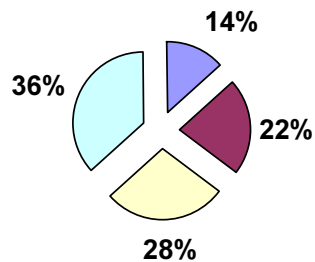
**Ferry Leisure Centre**



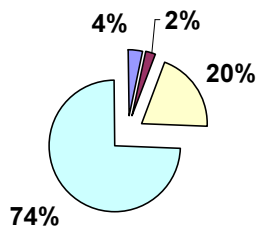
**Hinksey Outdoor Pool**



**Oxford Ice Rink**



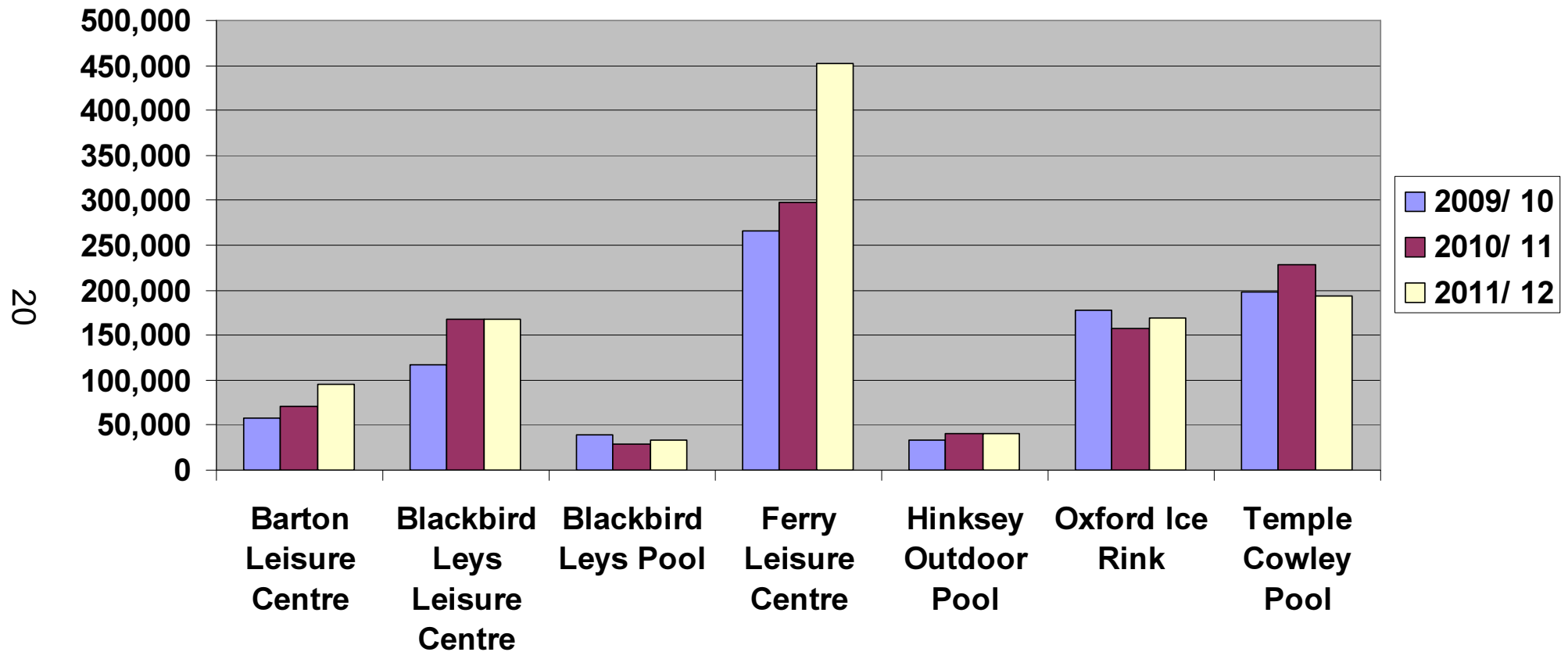
**Temple Cowley Pool**



### Appendix Three

#### 3.1 Number of visits to each facility.

The number of visits to leisure facilities 2009/10 to 2011/12



3.2 Participation by target group comparison, 2009 to 2012.

	2009/2010						
	Barton Pool	Blackbird Leys Leisure Centre	Blackbird Leys Pool	Ferry Leisure Centre	Hinksey Outdoor Pool	Oxford Ice Rink	Temple Cowley Pools
Young People	9,962	2,032	6,576	25,497	2,606	5,722	18,471
Older People	5,269	3,410	1,740	18,863	1,501	38	11,863
People with Disabilities	238	1,052	64	1,785	175	168	1,564
People on Low Income	3,149	13,466	1,257	13,381	1,575	6,323	26,343
People from Ethnic Minorities	764	4,618	535	5,978	94	412	5,005
Users from areas of deprivation	5,894	19,707	2,079	8,431	972	3,941	29,091
<b>Total target group visits</b>	<b>25,276</b>	<b>44,285</b>	<b>12,251</b>	<b>73,935</b>	<b>6,923</b>	<b>16,604</b>	<b>92,337</b>
	2010/11						
Young People	12,493	3,009	7,840	47,479	8,380	9,655	26,713
Older People	9,846	3,531	2,026	26,337	3,864	105	17,387
People with Disabilities	918	1,492	193	3,883	378	340	3,220
People on Low Income	8,254	19,045	1,796	21,665	4,824	9,274	42,925
People from Ethnic Minorities	3,650	7,988	1,053	13,004	422	489	22,690
Users from areas of deprivation	13,035	25,817	3,114	15,369	1,624	5,183	43,939
<b>Total target group visits</b>	<b>48,196</b>	<b>60,882</b>	<b>16,022</b>	<b>127,737</b>	<b>19,492</b>	<b>25,046</b>	<b>156,874</b>
	2011/2012						
Young People	11,334	3,326	8,361	56,811	4,537	10,426	27,139
Older People	11,457	4,766	2,213	37,000	6,033	450	18,458
People with Disabilities	1,247	1,951	375	5,303	348	846	4,922
People on Low Income	13,976	20,520	2,240	27,369	4,182	10,727	38,714
People from Ethnic Minorities	7,175	11,497	1,488	30,864	318	914	21,393
Users from areas of deprivation	12,859	23,774	3,001	28,097	2,321	5,674	33,128
<b>Total target group visits</b>	<b>58,048</b>	<b>65,834</b>	<b>17,678</b>	<b>185,444</b>	<b>17,739</b>	<b>29,037</b>	<b>143,754</b>

21

Appendix 4 Customer satisfaction by leisure facility, 2011 to 2012.

	Barton Leisure Centre	Blackbird Leys Leisure Centre	Blackbird Leys Pool	Ferry Leisure Centre	Hinksey Outdoor Pool	Oxford Ice Rink	Temple Cowley Pool
<b>Knowledgeable, friendly staff</b>	99%	100%	99%	97%	100%	97%	97%
<b>Range of activities</b>	99%	100%	99%	99%	99%	99%	97%
<b>Condition of building</b>	99%	99%	98%	98%	99%	98%	78%
<b>Cleanliness</b>	99%	99%	99%	93%	99%	93%	87%
<b>Value for money</b>	98%	100%	98%	98%	96%	98%	95%
<b>Equipment</b>	98%	100%	99%	97%	97%	97%	94%
<b>Ease of booking and paying</b>	98%	99%	99%	95%	99%	95%	96%
<b>Ease of gaining information</b>	98%	100%	99%	95%	98%	95%	95%
<b>Website</b>	97%	99%	98%	95%	88%	95%	91%
<b>Overall</b>	<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>96%</b>	<b>97%</b>	<b>96%</b>	<b>92%</b>

22