

# ANNUAL SERVICE PLAN

CLIENT:

**OXFORD CITY COUNCIL**

PERIOD:

From

**April 2013**

To

**March 2014**

SUBMITTED BY:

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Head of Operations



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# SERVICE PLANNING EXECUTIVE SUMMARY

## INTRODUCTION:

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2013 to March 2014.

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

The Annual Service Plan incorporates an executive summary, a review of performance to date, a description of the planning context, details of the strategic objectives for 2013/14, 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 2014/15 service planning process.

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## FINANCIAL:

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

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

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

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

Key actions include implementation of 2013/14 pricing proposals, including general RPI increases across core prices and planning for 2014/15 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 3% year-on-year increase in participation in 60+ swimming

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

\* P8 To improve general access to all sites

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

\* P9 To deliver a 5% increase in participation by female users

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

## CUSTOMER RELATIONS:

Three strategic objectives have been identified in respect to "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 To fully embed Fusion's customer relations programmes

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

\* CR 3 To deliver a reduction of 5% in annual attrition levels for Slice Card memberships

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

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## 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:

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

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

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

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

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

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

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

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

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

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

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

\* FM6 To maintain Quest accreditation at a minimum 'Good' at Ferry L. C, Blackbird Leys 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.

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

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

## STAFFING:

<p>Three strategic objectives have been identified in respect to "staffing" issues:</p> <p>* <u>S1 To ensure that the Right People are in the Right Place at the Right Time</u></p> <p>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;</p> <p>* <u>S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall</u></p> <p>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;</p> <p>* <u>S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community</u></p> <p>Key actions include formal analysis of current workforce, development of specific action plans and delivery of relevant training.</p>
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## MARKETING:

<p>Five 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>Key actions include creation and implementation of specific action plan, targeted work in respect of deprived wards, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;</p> <p><u>* M3 To deliver a 5% increase in the total membership</u></p> <p>Key actions include delivery of a calendar of activity;</p> <p><u>* M4 To ensure that the products and services offered by the leisure facilities are innovative and attractive</u></p> <p>Key actions include implementation of new products in respect of birthday parties, aquatics and Primetime, review of marketing at ice rink, continued updates of the website and promotion of corporate opportunities;</p> <p><u>* M5 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>
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## SPORTS AND COMMUNITY DEVELOPMENT:

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

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

Key actions include the updating of the specific list of relevant stakeholders, development of planned consultation/liaison, work with the Council's sports development team and delivery of joint initiatives;

\* SCD2 To develop positive and proactive relationships with local sports clubs

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

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

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

\* SCD4 To maximise the benefits of sport participation following the 2012 Olympics and Paralympics

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

\* SCD5 To proactively explore opportunities for external funding

Key actions include development of database of funding opportunities, delivery of relevant action plan and delivery of workshops to GMs;

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

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

## FACILITY DEVELOPMENTS:

One strategic objective has been identified in respect of "facility development" issues:

\* FD1 To develop a programme of other facility development proposals in the leisure facilities

Key actions include development of relevant business cases and progression of any agreed plans.



## PARTNERSHIP DEVELOPMENT:

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

\* PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements

Key actions include establishment and implementation of meeting schedules, full compliance with all client liaison procedures, full compliance with all reporting and positive contribution to the Partnership Board;

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

Key actions include consideration of opportunities at Alexandra Park and Horspath Track;

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

Key actions include delivery of agreed course of action;

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

Key actions include delivery of agreed course of action;

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

Key actions include establishment and implementation of wider liaison between representatives of Fusion and the Council.

# INTRODUCTION

## INTRODUCTION TO THE ANNUAL SERVICE PLAN:

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

The management contract incorporates the delivery of services of the City Council's main seven leisure facilities, as follows: Barton Leisure Centre, Blackbird Leys Leisure Centre, Blackbird Leys Swimming Pool, Ferry Leisure Centre, Hinksey Outdoor Pool, Oxford Ice Rink and Temple Cowley Pools.

In establishing this management contract, the City Council's key aim is to facilitate the development of World Class facilities and World Class services within the City. The City Council and Fusion have entered into a ten-year relationship, during which both parties intend to deliver significant improvements in service levels, value for money and customer satisfaction with the City's leisure facilities. The emphasis in the early stages of the contract was on the delivery of significant investment in customer-facing areas throughout the leisure facility portfolio. 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 2013 to March 2014.

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;
  - \* 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 12: Partnership Board initial discussion regarding primary service objectives;
- \* December 12: Presentation of draft Annual Service Plan to Partnership Board;
- \* April 13: 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:

- \* April 2013: communication to City Council's City Executive Board;
- \* February 2013: communication to Fusion management team and staff;
- \* April 2013: communication to customers and key stakeholders.

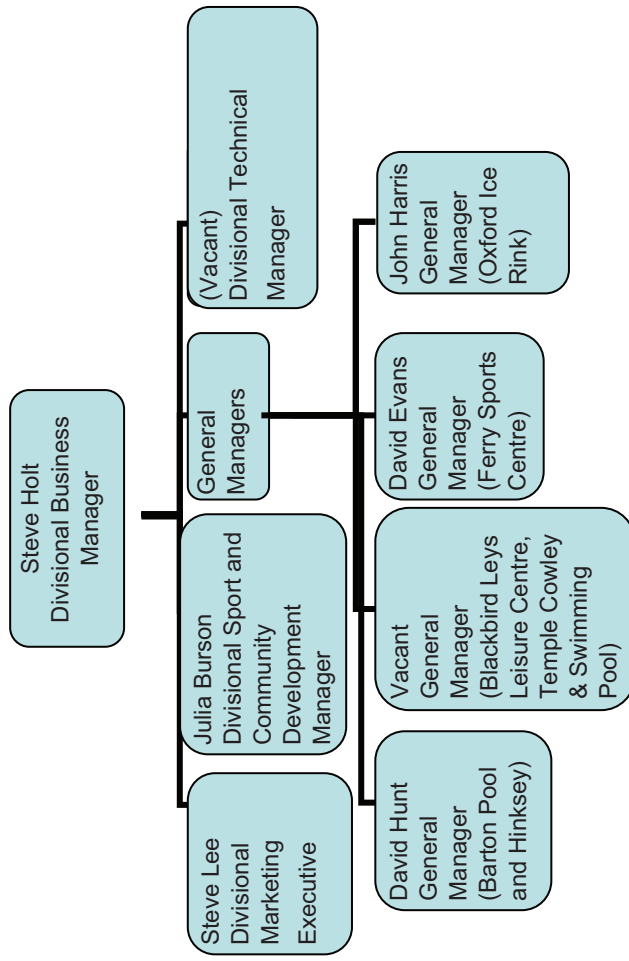
## REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

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
- \* 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;

## Oxford Divisional staffing structure:



# 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 Best And Final Offer (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.

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 Strengths, Weaknesses, Opportunities & Threats (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 2013/14 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 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. (PB 2)
- \* maintain a proactive and positive approach to Public Relations, such that facility and service successes are communicated and celebrated (PB 3);
- \* improving access to the facilities (e.g. car parking) (PB 4)
- \* to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford (PB 5).
- \* to improve the health and well-being of local communities by engaging people in physical activity (PB 6)
- \* to provide diversionary activities to reduce crime and anti-social behaviour (PB 7)

## OXFORD CITY COUNCIL CORPORATE OBJECTIVES:

The Annual Service Plan is also influenced by the City Council's broader corporate objectives. The relevant objectives are incorporated into the Corporate Plan 2012-2016 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 has drawn up a specific Sports Strategy which seeks to achieve the following objectives:**

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

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

- \* to deliver key projects (e.g. competition-standard-pool, Barton pavilion, five-a-side
- \* 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 2013 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% and EFQM Committed to Excellence (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 72 million pounds (Fus 12)

## AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

### **Key commitments agreed within the business planning process are:**

- \* to maintain overall satisfaction above 95%
- \* to increase participation in adult sport by 2%
- \* to increase total usage of the Council's leisure facilities by 5%
  - \* to increase Bonus card membership by 5%
  - \* to increase the total number of members by 10%
- \* to contribute to the delivery of the Council's targets of reducing carbon emissions from Council buildings by 5% year-on year and 3% reduction in water consumption.
  - \* to provide leisure facilities which provide excellent value for money measured by subsidy per user that reduces year on year;
  - \* to maintain Quest accreditation score of at least 'Good'.

## SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the first part of 2011, Sport England National Benchmarking Surveys were undertaken at Barton Pool, Blackbird Leys Leisure Centre, Ferry Leisure Centre, Hinksey Outdoor Pool. The Survey processes involved an analysis of financial and usage statistics for the facilities (in year 2010/11) and sample surveys of customer satisfaction undertaken in the summer 2011. Oxford Ice Rink was surveyed in September 2012 and utilised financial information from 2011/12. The findings are summarised as follows:

- \* "Strong" financial performance at; Ferry, Ice Rink, Blackbird Leys Leisure Centre. "Weak" performance at Barton. (NB financial figures for Barton were 2010/11 which were prior to new fitness facility development). Subsidy per user in the top quartile at Ferry and Oxford Ice Rink.
- \* "Mixed" access performance at Ferry Leisure Centre and Hinksey Pool Oxford Ice Rink and Blackbird Leys Leisure Centre. With the exception of the Ice Rink there is a relative higher attendance of 11 - 19 year olds.
- \* 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:

### National Context:

#### General Consumer trends:

- \* less money in their pockets may put consumers off joining a health and fitness club or steer them towards less expensive options;
- \* the key 25-34 age band is set to increase most significantly, along with the 45-54 age group, which could also prove to be a lucrative market if targeted correctly;
- \* consumers view keeping fit as more important than many other leisure activities and are less willing to cut back spending on this area than many others;

#### Users from BME groups:

- \* participation levels (40%) are generally lower than that of the wider population (46%)
- \* the gap between participation by men and women is greater amongst certain BME groups (e.g. "Black Other");
- \* typical sport preferences amongst BME groups include weight training, martial arts, badminton, cricket and basketball. Swimming is typically not preferred;

#### Disabled Users:

- \* approximately 10.6million disabled people in the country;
- \* Sport England market segmentation research shows that disabled users are spread

#### Disadvantage users

- \* Disadvantage usage is above NBS benchmark average, though there is less use from those unemployed

### **Oxford-specific Context:**

#### **General Population Projections:**

- \* circa 18,000 (i.e. 13.2%) increase in population in Oxford City projected between 2001 and 2016;
- \* wards with particularly high projected increases include Barton & Sandhills (46%), Cowley Marsh (26%) and Carfax (24%);
- \* slight decrease (0.7%) projected in Blackbird Leys;
- \* Oxford is reporting an aging population for the first time in recent history

#### **Active People Surveys:**

(NB. Oxfordshire is the highest overall scoring county in the country in respect of Active People 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 Risinghurst (all directly served by Barton Pool), Rose Hill and Iffley, Littlemore, Northfield Brook, Blackbird Leys and Cowley (all directly served by Temple Cowley Pools, Blackbird Leys Leisure Centre and Blackbird Leys Pool) and Carfax (served to some extent by Ferry Leisure Centre).

#### **Users over 50:**

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

#### **Users under 16:**

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

#### **Users from BME groups:**

- \* relatively large BME population (16.6%) in facility catchment areas, particularly amongst under 16s (19.8%);
- \* increased diversity in recent years, through influx of people from new EU countries;
- \* people of Black and Bangladeshi ethnic origin are at particular risk of unemployment

### **Findings from non-user survey:**

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

\* The majority of the sample thought that regular exercise/activity was important with 68% stating very important (national benchmark 61%).

\* 52% strongly agree that physical activity is good for your health even if moderate, 32% strongly agree it's good for your health even if only for 10 minutes at a time. 43% strongly agree physical activity is better for you if you keep it up for at least 30 minutes and 16% strongly agree it's better if you get out of breath. 38% either agree or strongly agree you can get enough in your daily life without doing sport or exercise.

\* 42% thought that they were regularly undertaking at least 5 x 30 minutes of moderate exercise (national benchmark 39%). 12% said they had done no sessions, (national benchmark 15%).

\* Of those that did exercise regularly, 18% used a leisure centre/health club Esporta and College/University facilities seem to be the main competitor at 25% each, followed by LA Fitness at 11%. The most popular form of independent activity was walking/jogging in the street/parks at 74%.

\* 62% of respondents are wanting to do more activity, slightly lower than the national benchmark of 67%), the main reason for this being "wanting to improve their health" at 62%. Slightly under half (47%) thought that not enough time due to work was the major factor in preventing them doing more, (national average 50%), followed by not enough time due to home at 11%.

\* Of those who do not want to do more the main reason is "no need" at 56% (higher than the national average at 44%), followed by not enough time due to work at 13%.

\* The key factors to be addressed according to non-users are lack of time, which has the highest importance factor at 49% stating very important. Direct costs (17%); lack of personal motivation (11%); indirect costs (9%).

\* 52% of the sample would consider using Oxford Fusion Lifestyle facilities slightly higher than our national average of 60%.

\* The main reasons they don't currently use were 'No time' (31%), 'Cost' (17%), and 'No need' (12%).

\* The main thing, according to our respondents, that the facility could do to encourage usage amongst these non-users, would be to 'Lower costs' at 28% (lower than the national benchmark at 44%), followed by 'more information' (8%).

## SWOT ANALYSIS:

### Strengths:

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

### Opportunities:

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

### Weaknesses:

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

### Threats:

- \* response of competition to major facility developments; particularly the investment works at DW Fitness Facility near Blackbird Leys Leisure Centre.
- \* 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

## Supporting Documentation:

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

# FINANCIAL

To deliver a 10% year-on-year reduction in subsidy per user				
F1 Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To complete audit of compliance with all Fusion financial management policies and procedures and to create a relevant remedial action plan.	April - May 2013	Audit completed and action plan created.	DBMgr (with GMs)
2	To implement the remedial action plan in respect of Fusion financial management policies and procedures.	June 2013 onwards	Action plan implemented.	DBMgr (with GMs)
3	To undertake weekly trading reviews with centre managers. Meetings to incorporate review of previous week's income, membership sales and cancellations.	ongoing	Weekly trading meetings instigated at each site.	DBMgr (with GMs)
4	To prepare draft business plan projections for 2014/15	September - December 2013	Business plan projections prepared.	DBMgr (with team)
5	To finalise detailed business plan projections for 2014/15	December 2013	Business plan projections finalised.	DBMgr (with team)
6	To communicate detailed business plan targets and budgets to all key managers and staff.	January 2014	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			Lead Manager
Action Ref.	Action	Timescale	Target / KPI	
1	To apply RPI increases to all core prices at each of the leisure facilities and to undertake relevant customer communication.	Jan/Apr 2013	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 2014/15 annual service plan. To specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates	September - December 2013	Pricing structures and levels formally reviewed and proposals developed for 2014/5	DBMgr
3	To agree pricing proposals for 2014/15	December 2013	Pricing proposals agreed.	DBMgr
4	To agree process of consultation and communication in respect of 2014/15 pricing	December 2013 - January 2014	Process agreed.	DBMgr
5	To implement agreed process of consultation and communication in respect of 2014/15 pricing	January - March 2014	Process implemented.	DBMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager

GM General Manager

ME Marketing Executive

DSCDMgr Divisional Sports and Community Development Manager

## PARTICIPATION

To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City				
P1	Action	Timescale	Target / KPI	Lead Manager
1	To review target wards within the City and identify target streets and estates within those target wards that require inclusion/omission	April 2013	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2013/14	April 2013	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 2013	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Aug 2013	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Dec 2013	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
4	To implement targeted campaigns, promoting existing benefits of the bonus card and specific activities	May 2013	Direct mail implemented	DMMgr
5	To review previously identified key community groups within each of the target wards	April 2013	List of up-to-date community groups created	DSCDMgr (with GMs)
6	To maintain links with appropriate community groups within each of the target wards	Ongoing	At least two communications made over the year	DSCDMgr (with GMs)
7	To deliver discounted holiday swimming crash courses targeted at those living in deprived wards.	Ongoing	Courses promoted and delivered.	DSCDMgr (with DMMgr & GMs)

P2 To deliver a 5% year-on-year increase in participation by users aged over 50				Lead Manager
Action Ref.	Action	Timescale	Target / KPI	
1	To establish all relevant participation targets for 2013/14	April 2013	Participation targets established	DBMgr (with DSCDMgr)
2	To ensure that specific core literature in centre around activities for 60+ customers is available and up to date	On-going	Full set of literature permanently available	DMMgr
3	To ensure that information for 50+ target group is reviewed and readily accessible on the website	On-going	Information ever present and up to date online	DMMgr
4	To review and update partners who support the development of activities and increase in participation by people aged over 50. Likely to include Older Peoples Network, Age Concern, Neighbourhood Care, Civic centres, surgeries, Veterans Sports Clubs	April - June 2013	Up-to-date partners identified and reviewed.	DMMgr (with DBMgr & GMs)
5	To review Primetime programmes at all facilities three times per year and identify opportunities for any further targeted sessions in each case	April 2013	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Aug 2013	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Dec 2013	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
6	To review existing GP exercise referral schemes and revise action plan to increase scope and take-up.	April - June 2013	Review undertaken and action plan revised	DSCDMgr (with GMs)
7	To implement the revised action plan re increasing take-up of GP exercise referral schemes.	July - December 2013	Action plan implemented.	DSCDMgr (with GMs)

<b>To deliver a 5% year-on-year increase in participation by users aged under 16</b>			
<b>P3</b>	<b>Action</b>	<b>Timescale</b>	<b>Target / KPI</b>
<b>Action Ref.</b>			<b>Lead Manager</b>
1	To establish all relevant participation targets for 2013/14	April 2013	Participation targets established
2	Revise Junior Aquatics Action Plan Plan to include: Swim School, School swimming programme, development of other aquatic activities such as, mini polo, and competition swimming, free swimming	April 2013	Revised Plan Produced
3	Implement the Aquatics action plan	April 2013 onwards	Plan implemented.
4	To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16.	Apr-13	Stakeholder partners reviewed.
5	To develop and implement a specific joint initiative re increasing under 16 participation with at least one identified stakeholder. To include consideration of support for Oxford Youth Games, Children and Young Person Agencies. Also refer to SCD Objective 1 tasks 11&12	April 2013 onwards	At least 1 new initiatives/activities identified and implemented.
6	To review all junior development activities and create an action plan for improvement and change.	April 2013	Review undertaken and revised programme produced
			DSCDMgr (with DSCDMgr)
			DSCDMgr
			DSCDMgr (with GMs)
			DSCDMgr (with GMs)
			DSCDMgr
			DSCDMgr (with DMMgr & GMs)

To deliver a 5% year-on-year increase in participation by users aged under 16			
Action Ref.	Action	Timescale	Target / KPI
6	Review to incorporate specific consideration of sports coaching offers, school holiday programmes, junior gym provision, exercise to music etc.	Aug 2013	Review undertaken and revised programme produced
7	To undertake member and user analysis to identify participation and penetration rates	Dec 2013	Review undertaken and revised programme produced
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.  Opportunity for programme development to include: management of schools swimming programmes; schools fit club involving taster sessions; educational visits to Oxford Ice Rink/Hinksey pool with free sessions; development of 'Sports Inspired' and 'National School's Sports Week'; adoption of 'work experience programmes with schools and colleges; undertaking of cycling proficiency and free swimming sessions for school children in deprived areas.	April 2013	Participation and penetration rates established
9	To undertake agreed programme of school outreach activity.	July - September 2013	Programme created.
		October 2013 - March 2014	Programme undertaken.

<b>P4 To deliver a 5% year-on-year increase in participation by users from BME groups</b>				Lead Manager
Action Ref.	Action	Timescale	Target / KPI	
1	To establish all relevant participation targets for 2013/14	April 2013	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 2013	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To develop and implement a specific joint initiative re increasing BME use with at least one identified stakeholder.	July- December 2013	Joint initiatives identified. and implemented	DSCDMgr
4	To maintain association with "community ambassadors" with whom to work to promote accessibility to the leisure facilities for BME groups.	Ongoing	Ambassadors identified.	DSCDMgr (with GMs)
5	To review and implement a revised programme of work with the community ambassadors.	October 2013 - March 2014	Programme reviewed and implemented.	DSCDMgr (with GMs)
6	To undertake direct a campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2013	Campaign undertaken.	DMMgr (with DSCDMgr & GMs)

<b>P5 To deliver a 5% year-on-year increase in participation by disabled users</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To establish all relevant participation targets for 2013/14	April 2013	Participation targets established
2	To review stakeholder partners who can support the development of activities and increase in participation by disabled people.	April - June 2013	Stakeholder partners reviewed.
3	To develop and implement a specific joint initiative to increase disabled usage with at least one identified stakeholder. To include consideration of International Disabled People's Day and Oxfordshire Disabled School Sports	July 2013-December	Joint initiatives identified and initiated.
4	Review IFI accreditation plan for Barton Leisure Centre and Ferry Leisure Centre	May 2012	Plan implemented.
5	To achieve IFI status at Barton Leisure Centre and Ferry Leisure Centre	July 2012	IFI accreditation achieved



<b>To deliver a 5% year-on-year increase in participation on junior swimming</b>				Lead Manager
<b>P6</b>	<b>Action</b>	<b>Timescale</b>	<b>Target / KPI</b>	
1	To refresh the specific marketing plan in respect of the junior free swimming scheme.	April - June 2013	Marketing plan created.	DMMgr (with DSCDMgr & GMs)
2	To implement the agreed marketing plan for promotion of junior free swimming scheme.	July 2013 - March 2014	Marketing plan implemented.	DMMgr (with DSCDMgr & GMs)
3	To review the allocated hours for free swimming	April 2013	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Aug 2013	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & GMs)
		Dec 2013	Review undertaken and revised programme produced	DSCDMgr (with DMMgr & 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-13	Swimming lessons undertaken	DSCDMgr (with DMMgr & GMs)
5	To develop and implement a programme of promotion of appropriate add-on / sell-on activities for free swimming participants.	April - June 2013	Policies and procedures implemented.	DMMgr (with GMs)

<b>To deliver a 5% year-on-year increase in participation on junior swimming</b>			
Action Ref.	Action	Timescale	Target / KPI
6	To implement the policies and procedures of Fusion's aquatic product (including the promotion and management of free swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation, swim-fit etc. Implementation of initiatives and plans through joint working with Amateur Swimming Association and the City of Oxford Swimming Club, e.g. talent spotting	April 2013 - March 2014	Programme developed and implemented
			DMMgr (with GMs)

<b>To deliver a 3% year-on-year increase in participation in 60+ swimming</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To create a specific marketing plan in respect of swimmers aged 60+	April - June 2013	Marketing plan created.
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2013- March 2014	Marketing plan implemented.
3	To implement the policies and procedures of Fusion's aquatic product	April 2013	Policies and procedures implemented.
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 Amateur Swimming Association.	April 2013 - March 2014	Programme developed and implemented
			DMMgr (with GMs)

P8 To improve general access to all sites				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review and update action plans following access/customer journey surveys undertaken in 2011  To incorporate car parking arrangements, directional signage, entrance signage, designated adult and child spaces, car parking signage and charging, bicycle racks etc	April - June 2013	Plan reviewed and updated	DSCDMgr & DMMgr (with GIMs)
2	Revised previous years plan for new external signage	May 2013	Revised Plan created	DMMgr
3	To implement revised plan for provision of external road signage	June 2013 -Dec 2014	Revised Plan implemented	DMMgr

<b>P9 To deliver a 5% year-on-year increase in participation in Women and Girls Activities</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To establish all relevant participation targets for 2013/14	April 2013	Participation targets established
2	To develop and implement at least four new outreach activities for women and girls that sign posts future participation to leisure centre facilities	April 2013 - March 2014	4 outreach activities established
3	To review stakeholder partners who can support the development of activities and increase in participation in women and girls activities.	April - June 2013	Stakeholder Partners reviewed
4	To develop a specific joint initiative re increasing female usage with at least one identified stakeholder.	July 2013	Joint initiatives identified.
5	To implement the agreed joint initiative re increasing female use.	July - December 2013	Joint initiatives implemented.

Abbreviations

DBMgr Divisional Business Manager

GM General Manager

ME Marketing Executive

DSCDMgr Divisional Sports and Community Development Manager

Lead Manager

DBMgr (with DSCDMgr)

DSCDMgr (with Dev ofr)

DSCDMgr (with GMs)

DSCDMgr

DSCDMgr

# CUSTOMER RELATIONS

CR 1 To maintain customer satisfaction levels at leisure facilities above 95%			
Action Ref.	Action	Timescale	Target / KPI
1	To ensure 100% compliance with Fusion's policies and procedures regarding customer care, including customer forums and management surgeries.	April 2013 and ongoing.	Policies and procedures implemented.
2	To ensure that all facilities maintain an up-to-date "Customer Care" notice board. Notice board to present information including customer care policies, Please Tell Us What You Think statistics, detailed "you said, we did" feedback, details of customer forums and management surgeries, customer rules and etiquette.	Ongoing	Notice boards provided and maintained with relevant information displayed.
3	To reaffirm composition and roles of User Groups at each of the leisure facilities and establish a calendar of meetings in each case.	April 2013	User Group composition and roles reaffirmed and calendar of meetings established.
4	To maintain relevant mechanisms for providing customer information re pool water temperatures.	Ongoing	Mechanisms implemented.
5	To hold at least 2 open customer forums at each leisure facility.	April 2013 - March 2014	Customer forums held.
6	To hold monthly management surgeries at each leisure facility.	April 2013 to March 2014	Management surgeries held.

<b>CR 2 To fully embed Fusion's customer relations programmes</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To ensure full compliance to the principles and practices of Fusion's customer relations initiatives and programmes. to include timely responses to PLEASE TELL US WHAT YOU THINK complaints, undertaking cancellation surveys, mystery visit programme, etc	Ongoing	Policies and procedures implemented
2	To ensure all staff receive customer care training within their induction programme.	Ongoing	Inductions complete
3	To undertake the Bi-annual National Benchmark Service at Ferry Leisure Centre, Blackbird Leys leisure Centre and Barton Leisure Centre	August - October 2013	Surveys complete
4	To undertake the bi-annual Non user surveys at 3 designated areas within the city of Oxford	Oct-12	Surveys complete

<b>CR 3 To deliver a reduction of at least 5% in annual attrition levels for Slice Card memberships</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To maintain mechanisms for measuring baseline membership numbers and attrition levels.	Ongoing	Mechanisms are maintained
3	To implement Fusion's Customer Relations Policies and procedures.	Ongoing	Policies and procedures implemented.
4	To develop a calendar of retention activity for members.	April - May 2013	Calendar developed.
5	To implement agreed calendar of retention activity.	June 2013 - March 2014	Calendar implemented.

Abbreviations:

DBMgr Divisional Business Manager

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# HEALTH AND SAFETY

HS1		To ensure 100% compliance with Fusion H&S policies and procedures			Lead Manager
Action Ref.	Action	Timescale	Target / KPI		
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  Notice boards to provide information re accident stats, safety tips etc.	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.	monthly	Reviews undertaken and action plan established.	DBMgr (with GMs)	
6	To implement the remedial action plan in respect of accident and incident trends.	As required	Action plan implemented.	DBMgr (with GMs)	
7	To facilitate formal audit by Fusion H&S Manager or Facilities Maintenance Manager.	Nov 2013	Audit undertaken	DBMgr, DFMgr (with GMs)	

<b>HS1 To ensure 100% compliance with Fusion H&amp;S policies and procedures</b>			
Action Ref.	Action	Timescale	Target / KPI
8	To draw up and implement relevant action plan in response to formal H&S audit.	Nov - December 2013	Action plan implemented. DBMgr (with GMs)
9	To facilitate formal external (OHSAS) audit of health and safety management policies and procedures.	April 2013 - March 2014	OHSAS audit undertaken. DBMgr (with GMs)
10	To draw up and implement relevant action plan in response to OHSAS audit.	April 2013 - March 2014	Action plan implemented. DBMgr (with GMs)
11	To undertake formal training with relevant managers in Health and Safety	As required	Training undertaken DBMgr (with GMs)

Abbreviations:

DBMgr Divisional Business Manager

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DSCDMgr Divisional Sports and Community Development Manager

# FACILITY MANAGEMENT

To achieve average Base Camp inspection scores of at least 95% across all facilities				
FM1 Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Base Camp inspection regime.	Ongoing.	100% of scheduled Base Camp inspections undertaken.	GMs
2	To review nature of Base Camp failures in Q4 2012/13 and create relevant remedial action plan.	April 2013	Review undertaken and action plan created.	DBMgr (with GMs)
3	To implement relevant remedial action plan re Base Camp failures.	April - June 2013	Action plan implemented.	DBMgr (with GMs)
4	To instigate weekly Facility Management communication with each of the sites Communication to incorporate review of Base Camp scores and failures, rectifications and response times.	April 2013	Communications instigated at each site.	DBMgr (with GMs)
5	To work with key client representatives to review and agree any relevant revisions to the Tables of Standards for each facility (in light of Base Camp implementation).	June 2013	Revised Tables of Standards agreed.	DBMgr (with GMs)
6	To review nature of Base Camp failures in Q1 2012/13 and create relevant remedial action plan.	July 2013	Review undertaken and action plan created.	DBMgr (with GMs)
7	To implement relevant remedial action plan re Base Camp failures.	July - September 2013	Action plan implemented.	DBMgr (with GMs)
9	Create relevant action plan to implement Base Camp improvements. (Base Camp 2)	TBC	Plan created	DBMgr (with DFMgr)

<b>FM1 To achieve average Base Camp inspection scores of at least 95% across all facilities</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
10	To implement relevant action plan re extended use of Base Camp. (Base Camp 2)	TBC	Action plan implemented.	DBMgr, DFMgr (with GMs)
11	To review nature of Base Camp failures in Q2 2012/13 and create relevant remedial action plan.	October 2013	Review undertaken and action plan created.	DBMgr (with GMs)
12	To implement relevant remedial action plan re Base Camp failures.	October - December 2013	Action plan implemented.	DBMgr (with GMs)
13	To work with key client representatives to review and agree any relevant revisions to the Tables of Standards for OXFORD Ice Rink (in light of planned facility developments).	Upon completion of developments	Revised Tables of Standards agreed.	DBMgr (with GMs)
14	To review nature of Base Camp failures in Q3 2011/12 and create relevant remedial action plan.	January 2014	Review undertaken and action plan created.	DBMgr (with GMs)
15	To implement relevant remedial action plan re Base Camp failures.	January - March 2014	Action plan implemented.	DBMgr (with GMs)

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.			
FM2	Action	Timescale	Lead Manager
1	To implement and maintain all ISO14001 environmental management systems and procedures in Oxford.	Ongoing	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 Display Energy Certificate's, utilities monitoring, (including acting on findings from OCC energy teams 'Energy excess' consumption reports, submitting monthly 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 2013	DFMgr (with GMs)
3	To implement formal energy and water reduction action plans.	July 2013 March 2014	DFMgr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2013 and ongoing	DFMgr (with GMs)
5	To undertake formal review of BMS systems in relation to facility usage and make required adjustments.	April 2013	DFMgr (with GMs)

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.			
FM2	Action	Timescale	Target / KPI
Action Ref.			Lead Manager
6	To agree a calendar of meetings with key representatives of OCC energy and technical team and agree a programme of joint working in respect of achieving utility reductions and implementing SALIX funded energy reduction measures.  Key representatives include Carbon Champion, Divisional Facilities Manager, Fusion's Environmental Manager and Divisional Business Manager.	April 2013	Meeting dates agreed.  DFMgr (with DBMgr)
7	To implement agreed programme of joint working initiatives with OCC technical team.	May 2013 - March 2014	Programme implemented. DFMgr (with DBMgr)
8	To implement relevant CRC Energy Efficiency compliance programme.	July 2013 - March 2014	Programme implemented. DFMgr (with GMs)
9	To incorporate appropriate works into programme of lifecycle works.  Works to include replacement of inefficient air conditioning units, replacement of boilers, installation of CHP modular units.	October - December 2013	Relevant works incorporated into programme.  DFMgr
10	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)

<b>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.</b>			
<b>FM2</b>	<b>Action</b>	<b>Timescale</b>	<b>Target / KPI</b>
Action Ref.			Lead Manager
11	To ensure green travel plans are revised and in place at each site and communicated effectively to customers.	April - June 2013	Green travel plans revised in place and communicated.
12	To monitor effectiveness of Green Travel Plans. Monitoring of Green Travel Plans to be taken from National Benchmark Service results.	July - September 2013	Green Travel Plans evaluated
			DBM, DFMgr (with GMs)
			DBMgr (with GMs)

<b>To reduce general refuse by 25% and to increase recycling waste by 25%</b>			
<b>FM3</b>	<b>Action</b>	<b>Timescale</b>	<b>Target / KPI</b>
Action Ref.			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
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.
3	To create a specific action plan to reduce general refuse and increase recycled waste.	April - June 2013	Action plan created.
4	To implement action plan to reduce general refuse and increase recycled waste.	July 2012 - March 2013	Action plan implemented.
			DFMgr (with GMs)
			DFMgr (with GMs)
			DFMgr (with GMs)
			DFMgr (with GMs)



<b>FM4 To ensure that high standards of cleaning are achieved at all times</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To establish programme of high level and deep cleans across all of the facilities.	April 2013	Programme established.
2	To implement high level and deep clean schedule.	April 2013- March 2014	Programme implemented.
3	To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and Base Camp inspection scores).	Monthly	Cleaning schedules reviewed and revised.
4	To implement revised cleaning schedules.	As required	Cleaning schedules implemented.
5	To implement system of communicating required cleaning standards and systems of inspection to customers	April - June 2013	System implemented and communicated.

<b>FM5 To ensure that high standards of repair and maintenance are achieved at all times</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To review performance of FM subcontractors in Q4 2012/13 and draw up relevant remedial action plan.	April 2013	Performance reviewed and action plan drawn up.
2	To implement remedial action plan for Facility Management performance.	April - June 2013	Action plan implemented.
3	To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage).	on-going	System established and implemented and maintained.

<b>FM5 To ensure that high standards of repair and maintenance are achieved at all times</b>			
Action Ref.	Action	Timescale	Target / KPI
4	To review full property database for all leisure facilities in light of any developments.	April - June 2013	Database created.
5	To approve programme of lifecycle maintenance works for 2013/14.	April 2013	Lifecycle maintenance programme established.
6	To implement equipment replacement programme for 2013/14. (CAPEX)	April 2013	Programme implemented.
7	To implement lifecycle maintenance programme on time and on budget.	April 2013- March 2014	Lifecycle maintenance programme implemented.
			DFMgr (with GMs)
			DFMgr

<b>FM5 To ensure that high standards of repair and maintenance are achieved at all times</b>			
Action Ref.	Action	Timescale	Target / KPI
8	To review full equipment inventory for all leisure facilities.	Oct - Dec 2013	Equipment inventory reviewed
9	To approve a capex programme of equipment replacement/renewal for 2014/15.	Dec-13	Replacement programme created.
10	To review performance of FM subcontractors in Q1 2012/13 and draw up relevant remedial action plan.	July 2013	Performance reviewed and action plan drawn up.
11	To implement any remedial action plan for FM performance.	July - September 2013	Action plan implemented.
12	To review performance of FM subcontractors in Q2 2013/14 and draw up relevant remedial action plan.	October 2013	Performance reviewed and action plan drawn up.
13	To implement any remedial action plan for FM performance.	October - December 2013	Action plan implemented.
			DFMgr

<b>FM5 To ensure that high standards of repair and maintenance are achieved at all times</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
14	To review performance of FM subcontractors in Q3 2013/14 and draw up relevant remedial action plan.	January 2014	Performance reviewed and action plan drawn up.	DFMgr
15	To implement any remedial action plan for FM performance.	January - March 2014	Action plan implemented.	DFMgr

<b>FM6 To maintain Quest accreditation at a minimum 'Good' at Ferry L. C, Blackbird Leys L.C, Hinksey Outdoor Pool,</b>				
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	Service improvement plan implemented.	April 2013 onwards	Action plan implemented.	GMs (with DBMgr)
3	To undertake programme of mystery shops and to update the service improvement plan accordingly.	April 2013 - March 2014	Mystery shops undertaken and plan updated.	GMs (with DBMgr)
4	To implement updated service improvement plan.	April 2013 and ongoing	Action plan implemented.	GMs (with DBMgr)
5	To undertake formal assessments and Quest 12 monthly update visits at all accredited centres.	As required	Health check undertaken and Quest maintained.	DBMgr (with GMs)

To maintain adherence to Fusion's quality ' Integrated Management Systems' (IMS) procedures across all sites				
FM7	Action	Timescale	Target / KPI	Lead Manager
1	Undertake an audit of compliance and create any remedial action plan	June 2013	Programme established.	DBMgr (with GMs)
2	To implement any remedial actions	June - July 2013	Programme implemented.	DBMgr (with GMs)

# STAFFING

S1 To ensure that the Right People are in the Right Place at the Right Time				Lead Manager
Action Ref.	Action	Timescale	Target / KPI	
1	Review of Fusion's staffing structures is undertaken to ensure sites continue to have 'Right People, Right Place at the Right Time.	April - June 2013	Staffing structures in place	DBMgr (with GMs)
2	To formally assess compliance with Fusion's Human Resource policies and procedures and to create a relevant remedial action plan.	April - June 2013	Assessment undertaken and action plan created.	DBMgr (with GMs)
3	To implement any relevant action plan re compliance with HR policies and procedures.	July 2013- September 2013	Action plan implemented.	DBMgr (with GMs)
4	To ensure the completion of formal annual appraisals for all staff within Oxford.	April - June 2013	Appraisals completed.	DBMgr (with GMs)
5	To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central HR team). Plans to include staff succession planning.	April - June 2013	Training and development plan drawn up.	DBMgr (with GMs)
6	To ensure full staff compliance for compulsory mandatory training	April 2012 - March 2014	Compliance training 100%	DBMgr (with GMs)
7	To implement agreed training and development plans.	July 2013 - March 2014	Training and development plan implemented.	DBMgr (with GMs)
8	To ensure compliance with Fusion's HR operating system	April 2013 and ongoing	System effectively introduced	DBMgr (with GMs)
9	Commit to the principles of the Investors In People programme	April 2013 - 'March 2014	Actions mirror Investors In People principles	DBMgr (with GMs)

<b>S2 To achieve 72% staff satisfaction across each equality strand and overall</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To ensure 100% compliance with all Fusion policies and procedures, specifically in respect of recruitment, initial induction and internal communication.	April 2013 and ongoing.	100% compliance achieved.
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2013.	April 2013 - May 2013	Minimum of 60% participation achieved.
3	To ensure maximum participation in the Fusion Colleague Engagement Survey.	May 2012 - June 2012	Action plan created and implemented.
4	To reaffirm and clarify calendar of operational HR meetings across the Oxford contract.	April 2013	Calendar of meetings confirmed.
5	To implement agreed calendar accordingly.	April 2013 - March 2014	Calendar implemented.
			Lead Manager

<b>S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To undertake formal analysis of workforce by each equality strand and to create specific action plans to increase representation in each case.	May 2013	Analysis completed and action plans created.
2	To implement the specific action plans re equality strands.	May - December 2013	Action plans implemented.
3	To create a programme of promotion to establish Fusion as an employer of choice in Oxford.	April 2013	Programme created.
4	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2013	Programme implemented.
			Lead Manager

<b>S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community</b>		Lead Manager
Action Ref.	Action	Target / KPI
5	To collect and analyse management information on recruitment and related issues in respect of diversity profile within the workforce.	Information collected and analysed.
6	To deliver induction training for staff in respect of equality and diversity.	Training delivered.
7	Commit to hosting at least 2 work experience placements/work apprentices.	Placements/Apprentices hosted

**Abbreviations:**

DBMgr Divisional Business Manager

GM General Manager

ME Marketing Executive

DSCDMgr Divisional Sports and Community Development Manager

# MARKETING

To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated				
M1	Action	Timescale	Target / KPI	Lead Manager
1	To establish a clear PR communications approach in respect of the proposed new pool development at Blackbird Leys Leisure Centre and the closure of Temple Cowley Pools and Blackbird Leys Pool.	April 2013	PR approach established.	ME (with DBMGr)
2	To implement the agreed approach to PR communications in respect of the proposed pool development	April 2013- March 2014	PR approach implemented.	ME (with DBMGr)
3	To maintain and implement the agreed approach to PR communications in respect of the developments at Oxford Ice Rink, Barton and Ferry.	April 2013- March 2014	PR approach implemented.	ME (with DBMGr)
4	To review and make appropriate changes to the KPIs relating to the general awareness of the Oxford leisure facilities to ensure a full data base is established.	May 2013	Measurable KPIs reviewed.	ME (with DBMGr)
5	To establish an indicative programme of general PR communications across the Oxford contract, with a specific aim of increasing awareness of the facilities.	April 2013	Programme established.	ME (with DBMGr)
6	To implement the programme of general PR communications.	April 2013 - March 2014	Programme implemented.	ME (with DBMGr)
7	To agree a 2013 calendar of meeting dates with key representatives of OCC Communications and Branding team and agree a programme of joint working .	June 2013	Meetings held and programme agreed.	ME (with DBMGr)
8	To implement agreed programme of joint working with OCC Communications and Branding team.	June 2013- March 2014	Programme implemented.	ME (with DBMGr)



<b>M2 To deliver a 5% increase in concessionary memberships</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To create a specific marketing plan in respect of Bonus card membership.	April 2013	Plan created.
2	To implement the agreed plan in respect of Bonus Slice card membership.	April 2013- March 2014	Plan implemented.
3	To implement targeted campaign, promoting existing benefits of the Bonus Card and specific activities to those in deprived areas.	May-13	Direct mail implemented
5	To ensure core literature within the centres includes all available concessions.	April 13	Literature available
6	To produce and deliver a marketing plan to promote the student offer to local colleges.	August 12 to March 2013	Plan produced and delivered
7	To ensure that specific core literature in centre around activities for 60+ customers is available and up to date.	June 2013	Full set of literature permanently available
8	To ensure that specific core literature in centres around activities for under 17's is available and up to date.	Jun-13	Full set of literature permanently available
			ME (with DBMgr)
			ME (with DBMgr)
			ME (with DSCDM)
			ME
			ME
			ME
			ME

<b>M3 To deliver a 5% increase in total membership</b>			
Action Ref.	Action	Timescale	Target / KPI
1	Develop membership marketing plans for each centre.	April 2013	Plan created.
2	To implement the agreed centre marketing plans.	April 2013 - March 2014	Plan implemented.
3	To review the Slice Card membership structure and make recommendations for change Scope to include Active, Aqua and Bonus Concessionary membership cards.	April 2013 - June 2014	Review undertaken
4	To create a contract wide marketing plan in respect of increasing the general membership base.	April 2013	Plan created.
5	To implement the agreed plan in respect of increasing general memberships.	April 2013- March 2014	Plan implemented.
6	Develop Plan to Introduce Imotiva aimed at actual members.	Apr-13	Plan created.
7	Implement Plan for the introduction of Imotiva.	May 13 onwards	Plan implemented.

ME (with GMs, CRM's)

ME (with GM's, CRM's)

ME

ME (with DBMgr)

ME

HoM

HoM

To ensure that the products and services offered by the leisure facilities are of high standard, innovative and attractive				
M4	Action	Timescale	Target / KPI	Lead Manager
Action Ref.				
1	To review the effectiveness and impact of implementation of 'Children's birthday parties product and where appropriate make changes.	June 2013	Review undertaken with necessary changes made.	ME (with GMs)
2	To review the effectiveness and impact of the aquatic product and make changes where appropriate.	September 2013	Review undertaken.	ME (with GMs)
3	To review the specific marketing/outreach plan for Oxford Ice Rink to capitalise on the refurbishment.	April 2013	Marketing/outreach plan developed.	ME (with GM)
4	To implement the OIR marketing/outreach plan	May 2013 - March 2014	Marketing/outreach plan implemented.	ME (with GMs)
5	To review the marketing/outreach plan for encouraging corporate participation opportunities for local businesses and update plan.	July 2013	Marketing/outreach plan reviewed and developed.	ME (with GMs)
6	To implement the marketing/outreach plan for corporate activity.	July 2013 March 2013	Marketing/outreach plan implemented.	ME (with GMs)
7	To work with catering partners to develop and deliver plans to promote the food and beverage offer within the leisure centres.	April 2013 - June 2013	Plans developed undertaken.	HoF, HoFM and DBmgr

<b>M5 To establish and maintain the highest standards of facility presentation</b>			
Action Ref.	Action	Timescale	Target / KPI
1	Audit the Customer Journey presentation against the Fusion Intergrated Management System guidance and develop any appropriate action plan for improvement.	April 2013	Audit undertaken and plan developed.
2	Implement customer Journey action plan.	May - December 2013	Action plan implemented.
			ME (with DBMgr & GMs)
			ME (with DBMgr & GMs)

<b>M6 To establish and maintain the highest standards of web and social media promotion</b>			
Action Ref.	Action	Timescale	Target / KPI
1	Ensure the website for the Oxford leisure facilities remains current and up-to date.	April - March 2013	Website reviewed updated and current
2	To review and implement the action plan in respect of utilising social media to reach members and general public. Including Face book, Twitter and YouTube.	May - December 2013	Action plan implemented.
			MEr (with DBMgr ,GMs & CRM's)
			MEr (with DBMgr ,GMs & CRM's)

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DBMgr Divisional Business Manager

GM General Manager

ME Marketing Executive

DSCDMgr Divisional Sports and Community Development Manager

HoM Head of Marketing

HoF Head of Finance and Procurement

HoFM Head of Facilities Maintenance

# SPORTS AND COMMUNITY DEVELOPMENT

SCD 1 To develop positive and proactive partnerships with key local stakeholders			
Action Ref.	Action	Timescale	Target / KPI
1	To review and update the list of key local stakeholder organisations and contacts within Oxford. ----- List to include Social Care Brokers, PCT, Oxfordshire Sports Partnership, OCC	April 2013	List specified.
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2013	Calendar established.
3	To agree a calendar of meeting dates with key representatives of OCC Sports Development team to initiate joint working .	April 2013	Dates arranged
4	To agree joint sport and community development objectives and action plan with OCC Sports Development team for 2013/14.	April - May 2013	Objectives/action plan agreed.
5	To implement joint Sport and Community Development action plans	June 2013 - March 2014	Plan delivered
7	To review work plan for the delivery of the Sport England funded 'Active Women' project and agree changes.	April 2013	Plan agreed
8	Implement the agreed work plan for the delivery of the Sport England funded 'Active Women' project; Feed back on statistics.	April 2013 - March 2014	Plan delivered
9	Evaluate 'Active Women' sessions and look to increase sustainability with joint partner sessions	Quarterly	Evaluation complete
10	To ensure attendance at all meetings of the Oxford Community Sports Network.	April 2013 and ongoing	All relevant meetings attended.

<b>SCD 1 To develop positive and proactive partnerships with key local stakeholders</b>			
Action Ref.	Action	Timescale	Target / KPI
11	Develop a work plan with OCC and other key partners for the development of a 'Youth Ambition and Attainment Programme' ----- key partners/stakeholders to include; Police, Positive Futures, Schools, social services, PCT, Imotiva, universities	April 2013	Plan agreed
12	To implement the agreed work plan for the Youth Ambition and attainment programme	April 2013 onwards	Plan delivered
13	To develop specific joint initiatives with at least two identified stakeholders.	July 2013	Joint initiatives identified.
14	To implement the agreed joint initiatives with at least two identified stakeholders.	July 2013 - February 2014	Joint initiatives implemented.

<b>SCD 2 To develop closer relationships with local sports clubs</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To review and maintain an up to date register of all sports clubs and relevant organisations currently using the leisure facilities. ----- Register to incorporate names, contact details, approximate numbers of adult and junior participants, any relevant business or development plans, Clubmark accreditation, broader objectives.	Ongoing	Register up-to-date
2	To establish a calendar of regular consultation/liaison with all registered clubs.	April 13	Calendar established.

<b>SCD 2 To develop closer relationships with local sports clubs</b>			
Action Ref.	Action	Timescale	Target / KPI
3	To establish a programme of ongoing support for registered clubs, based on the outputs of consultation/liaison. Support likely to include notice board information, inclusion on website, administrative support, coach education Clubmark processes, concerted "Open Day" etc.	Ongoing	Programme established.
4	To maintain a continuous improvement plan in relation to sports club development.	Ongoing	Programme implemented.
5	To maintain links with other key sports clubs within Oxford and to establish a list for consultation/liaison.	July 2013	Links maintained/created
6	To establish a process of consultation/liaison with other key sports clubs.	July - September 2013	Programme established.
7	To implement process of consultation/liaison with other key sports clubs.	October 2013 - March 2014	Programme implemented.
			DSCDMgr (with GMs)
			DSCDMgr (with GMs)
			DSCDMgr
			DSCDMgr
			DSCDMgr

<b>SCD 3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users</b>			
Action Ref.	Action	Timescale	Target / KPI
1	Review and revise the Aquatics Development Plan Review to include: programme development opportunities, budgeting & attendance registers if applicable	April 13	Strategy and Plan Produced
2	Implement the Aquatics development plan	April 13 onwards	Plan implemented.
			DSCDMgr
			DSCDMgr (with GMs)

To ensure that all facility programmes are exciting, innovative and attractive to users and potential users				
SCD 3 Action Ref.	Action	Timescale	Target / KPI	Lead Manager
	To review centre programmes at all facilities 3 time a year and identify opportunities for any further sessions in each case	April 13	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
3	Review to include effectiveness and impact of activities	August 13	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 13	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 2013	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 2013	Opening hours agreed	DBM (with GMs)
6	To implement agreed proposals for change to opening hours.	May 2013	Agreed proposals implemented.	DSCDMgr (with GMs)



<b>SCD 4 To maximise the benefits of sport participation following the 2012 Olympics and Paralympics</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To ensure the established BOA, FANS and Free Access for County Sports schemes are well communicated both inside and outside of leisure facilities.	April 2013	Schemes implemented and communicated.
2	Review the BOA, FANS & FACS to identify its impact	July 2013	Review completed
3	Develop an implement any remedial action plan for the FACS, FANS & BOA schemes	August 2013	Action plan implemented
4	To review the 2012 Olympics legacy plan, specific to Oxford.	April 2013	Review completed
5	To implement relevant elements of 2012 Olympics Plan legacy plan.	April 2013 onwards	Plan implemented.

<b>SCD 5 To proactively explore opportunities for external funding</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To update and maintain the database of potential external funding sources, at national, regional and local levels.	June 2013	Database updated.
2	To identify specific opportunities and to develop relevant action plans.	May - July 2013	Opportunities identified and action plans developed.
3	To implement relevant action plans.	July 2013 - March 2013	Action plans implemented.

<b>SCD 5 To proactively explore opportunities for external funding</b>			
Action Ref.	Action	Timescale	Target / KPI
4	To communicate to GMs the funding opportunities and the utilisation of any funding obtained.	September 2013	Communications delivered.
			DSCDMgr

<b>SCD 6 To positively promote the benefits of healthy living and active lifestyles</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To ensure that all facilities provide an up-to-date "Sports and Community Development" notice board.	Ongoing	Notice board provided.
2	To identify potential partners who can support the promotion of healthy living. Partners to include PCT, Health Centres, Age Concern	April - June 2013	Partners identified.
3	To develop and implement at least one new specific 'Healthy living' joint initiative with one identified stakeholder.	July 2013	New initiative developed
4	Create and deliver a programme for International Disability Awareness Day	December 2013	Plan created
5	Create and deliver a programme for National Obesity week	January 2013	Plan created
6	Create and deliver a programme of activities utilising funding opportunities available Such funding includes the Over 50s scheme 'Fit as a Fiddle', Active women	May 2013	Programme created
7	Working with key partners review/develop a plan to improve participation for social care users in leisure facilities	April 2013	Plan Created
8	To implement the plan for increasing social care participation in leisure facilities	May 2013 - March 2014	Plan implemented
			DSCDMgr

<b>SCD 6 To positively promote the benefits of healthy living and active lifestyles</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
9	Monitor & evaluate and review the GP Exercise Referral Programme, recommending changes to partners at County referral meetings	April 2013 onwards	Evaluations and reviews undertaken with meetings attended	DSCDMgr
10	To establish cardiac rehabilitation activities through the commissioning bodies	April - July 2013	Evaluation complete & cardiac Rehabilitation implemented	DSCDMgr & GM's

Abbreviations:

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# FACILITY DEVELOPMENTS

To develop a programme of facility development proposals in the leisure facilities, and where these are agreed deliver such developments					
FD1	Action Ref.	Action	Timescale	Target / KPI	Lead Manager
2		To develop business cases for potential facility developments to be incorporated into 2014 business planning / annual service planning processes.	October 2013	Business cases developed.	DBMgr
3		To fully support for the development of the competition standard pool maximising the benefits of the complementary developments	April 2013- March 2014	Support given	DBMgr

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## 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 2013/14 and to include Fusion client forums.	April 2013	All details agreed.	DBMgr
2	To ensure 100% compliance with agreed client-contractor meeting arrangements.	April 2013 and ongoing	100% compliance.	DBMgr
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums.	April 2013 and ongoing	100% compliance.	DBMgr
4	To fully agree the format, content and timing of all reporting arrangements for 2013/14.	April 2013	All details agreed.	DBMgr
5	To ensure 100% compliance with agreed reporting arrangements.	April 2013 and ongoing	100% compliance.	DBMgr
7	To contribute positively and proactively to the Partnership Board meeting.	April 2013 and onwards	Partnership Board meeting held with demonstrable contribution.	DBMgr
9	To submit and present draft Annual Service Plan to Partnership Board.	December 2013	Draft Annual Service Plan submitted.	DBMgr
10	To agree final Annual Service Plan for 2013/14 and prepare for implementation.	January - March 2014	Final Annual Service Plan agreed and implementation preparation underway.	DBMgr

<b>To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford</b>				
<b>PD2</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To liaise with the Council to agree a specific list of potential opportunities to be considered (likely to include Alexandra Park tennis courts and Horspath Athletics Track) and agree appropriate course of action.	April 2013 onwards	List identified and course of action agreed.	DBMgr
2	To implement any agreed course of action in respect of additional opportunities.	April -2013 onwards	Course of action implemented.	DBMgr
3	To continue discussions on the submitted business case for the possible management of Alexandra Park tennis courts	2013/14	Business case developed/amended.	DBMgr

<b>To support the Council in the delivery of a new competition standard swimming pool</b>				
<b>PD3</b>				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to liaise with the Council to agree a specific course of action in supporting the project.	April 2013 onwards	Course of action agreed.	DBMgr
2	To implement agreed course of action in respect of new pool.	April 2013 onwards	Course of action implemented.	DBMgr

<b>PD4 To support the Council in exploring the possibility of developing a residents card in Oxford</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To liaise with the Council to confirm the objectives and potential scope of the residents card and to agree a relevant course of action.	April 2012 onwards	Course of action agreed.
2	To implement agreed course of action in respect of residents card.	April 2012 - Onwards	Course of action implemented.

<b>PD5 To optimise the development of the partnership between Fusion and Oxford City Council</b>			
Action Ref.	Action	Timescale	Target / KPI
1	To review formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council to include regular meetings between mutual representatives in respect of marketing/communications, technical issues, equality and diversity, HR etc.	April - June 2013	Processes reviewed.
2	To implement agreed changes to formal processes	July 2013 - March 2014	Processes implemented

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DSCDMgr Divisional Sports and Community Development Manager

# LINKS WITH OBJECTIVES

STRATEGIC OBJECTIVES Partnership Board Objectives		RELEVANT SERVICE PLAN AIMS
<b>PB1</b>	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
<b>PB2</b>	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
<b>PB3</b>	Increasing engagement with and participation by the Council's target groups, as follows: 5% increase in participation by users resident in the most deprived wards in Oxford, 5% increase in participation by new users, 5% increase in participation by users who are members of BME groups, 5% increase in participation by users with disabilities, 5% increase in participation in the junior free swim scheme, 3% increase in participation in the 60+ free swim scheme.	F2, P1, P2, P3, P4, P5, P6, P7,P9, M1, M2, M4, SCD 1, SCD 2, SCD 3, SCD 6
<b>PB4</b>	Delivery of the major facility development schemes	FD 1
<b>PB5</b>	A proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	M1



<b>STRATEGIC OBJECTIVES</b>		<b>RELEVANT SERVICE PLAN AIMS</b>
<b>PB6</b>	Improving access to the facilities (e.g. car parking)	P8
<b>PB7</b>	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**

<b>OCC1</b>	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,
<b>OCC2</b>	Meeting Housing Need	FM 3, FM 5
<b>OCC3</b>	Strong Active Communities	P1, P2, P3,P4, P5, P6, P7, P8, P9.
<b>OCC4</b>	Cleaner Greener Oxford	FM 2, FM3
<b>OCC5</b>	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**

<b>Fus 1</b>	To deliver a 5% year-on-year increase on like-for-like income	F1, F2, S1, M2, M3
<b>Fus 2</b>	To deliver all facility redevelopments on time and on budget and to deliver the projected uplifts	F1,
<b>Fus 3</b>	To deliver a surplus margin of 5%	F1
<b>Fus 4</b>	To ensure that customer satisfaction "good"/"excellent" ratings exceed 95%; 100% for staff	CR 1, CR 2, CR 3, S1, M2, M3
<b>Fus 5</b>	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

### Fusion Corporate Objectives

<b>Fus 6</b>	To reduce attrition of subscription memberships to less than 50% per annum	CR 3
<b>Fus 7</b>	To deliver a 5% year-on-year increase in like-for-like general participation	P1, P2, P3, P4, P5, P6, P7, P8, P9
<b>Fus 8</b>	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
<b>Fus 9</b>	To ensure 100% compliance with Basecamp inspection regimes and to deliver an average score of at least 95% on Basecamp inspection scores	FM 1
<b>Fus 10</b>	To deliver a Quest accreditation rating of 'Good'	FM 6
<b>Fus 11</b>	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
<b>Fus 12</b>	To deliver a 2% year-on-year reduction in staff turnover	S1, S2, S3
<b>Fus 13</b>	To deliver a cross-company ratio of staff costs/income of	F1, S1
<b>Fus 14</b>	To deliver a 2% year-on-year reduction on like-for-like energy consumption	FM 2
<b>Fus 15</b>	To deliver a 20% reduction in waste production and a 20% increase in recycling	FM 3
<b>Fus 16</b>	To win 2 new partnerships at 5-10 million and to achieve contract extensions at Tumbridge Wells and Milton Keynes.	PD 2, PD 3, PD 5
<b>FUS 17</b>	To achieve turnover of 58 million pounds	PD 2, PD 3, PD 5

<b>SERVICE PLAN AIMS</b>		<b>RELEVANT STRATEGIC OBJECTIVES</b>
<b>F1</b>	To deliver a 10% year-on-year reduction in subsidy per user	PB 1, OCC 1, OCC 5, Fus 1, Fus 2, Fus 3, Fus 13
<b>F2</b>	To ensure that pricing structures and levels across the leisure facilities are appropriate	PB 1, PB 3, Fus 1
<b>P1</b>	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
<b>P2</b>	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
<b>P3</b>	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
<b>P4</b>	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
<b>P5</b>	To deliver a 5% year-on-year increase in participation by disabled users	PB 1, PB 3, OCC 1, Fus 5, Fus 8
<b>P6</b>	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
<b>P7</b>	To deliver a 3% year-on-year increase in participation on the 60+ swimming scheme	PB 1, PB 3, OCC 1, Fus 5, Fus 8
<b>P8</b>	To improve general access to all sites	PB 6, OCC 1, Fus 5, Fus 8
<b>P9</b>	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
<b>CR 1</b>	To improve customer satisfaction with the leisure facilities by	PB 1, OCC 1, OCC 5, Fus 4, Fus 5
<b>CR 2</b>	To fully embed Fusions "Customer Relations Programmes" for cultural change	PB 1, OCC 1, OCC 5, Fus 4, Fus 5
<b>CR 3</b>	To deliver a reduction of at least 5% in annual attrition levels for Slice Card memberships	OCC 1, OCC 5, Fus 4, Fus 5, Fus 6
<b>HS 1</b>	To ensure 100% compliance with Fusion H&S policies and procedures	Fus 11

<b>SERVICE PLAN AIMS</b>		<b>RELEVANT STRATEGIC OBJECTIVES</b>
<b>FM 1</b>	To achieve average Base Camp inspection scores of at least 95% across all facilities	Fus 9
<b>FM 2</b>	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
<b>FM 3</b>	To reduce general refuse by 25% and to increase recycling waste by 25%	PB 1, OCC 2, Fus 15
<b>FM 4</b>	To ensure that high standards of cleaning are achieved at all times	PB 1
<b>FM 5</b>	To ensure that high standards of repair and maintenance are achieved at all times	PB 1, PB 2, OCC 2
<b>FM 6</b>	To maintain Quest accreditation at a minimum 'Good' at Ferry L. C, Blackbird Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C.	PB 1, OCC 1, Fus 10
<b>S1</b>	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
<b>S2</b>	To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall	PB 1, Fus 12
<b>S3</b>	To ensure that the Fusion workforce in Oxford is as representative as possible of the local community	PB 1, Fus 12
<b>M1</b>	To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	PB 3, PB 5
<b>M2</b>	To deliver a 5% increase in Bonus Slice card membership	PB 1, PB 3, OCC 1, Fus 1, Fus 4
<b>M3</b>	To deliver a 10% increase in total Slice card membership	PB 1, OCC 1, Fus 1, Fus 4
<b>M4</b>	To ensure that the products and services offered by the leisure facilities are innovative and attractive	PB 1, PB 3

<b>SERVICE PLAN AIMS</b>		<b>RELEVANT STRATEGIC OBJECTIVES</b>
<b>M5</b>	To establish and maintain the highest standards of facility presentation	OCC 1
<b>SCD 1</b>	To develop positive and proactive partnerships with key local stakeholders	PB 1, PB 3, OCC 1
<b>SCD 2</b>	To develop positive and proactive relationships with local sports clubs	PB 1, PB 3
<b>SCD 3</b>	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users	PB 1, PB 3, OCC 1
<b>SCD 4</b>	To create and start to implement a proactive action plan to ensure that maximum benefit is derived from the 2012 Olympics	PB 1
<b>SCD 5</b>	To proactively explore opportunities for external funding	PB 1
<b>SCD 6</b>	To positively promote the benefits of healthy living and active lifestyles	PB 1, PB 3, OCC 1
<b>FD 1</b>	To develop a programme of other facility development proposals in the leisure facilities	PB 1, PB 7, OCC 1
<b>PD 1</b>	To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements	PB 1
<b>PD 2</b>	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
<b>PD 3</b>	To support the Council in the delivery of a new competition pool at Blackbird Leys Leisure Centre	PB 1, PB 7, Fus 16
<b>PD 4</b>	To support the Council in exploring the possibility of developing a residents card in Oxford	PB 1, PB 7
<b>PD 5</b>	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			
					External accreditation with associated audits and inspections			
Cash flow sensitivity	Inability to meet commitments, lack of liquidity to cover variance, impact on operational activities	4	2	8	Full-year cash flow projections included in financial plans with prudent assumptions	4	1	4
					Major sensitivities identified with mitigating actions			
					Formal monthly monitoring of income and expenditure			
					Weekly monitoring of all income streams and staffing costs			
					Daily monitoring of cash balances and key income streams			

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Cash flow sensitivity	Inability to meet commitments, lack of liquidity to cover variance, impact on operational activities	4	2	8	Reserves policy established and reserves in place to ensure some downturn can be accommodated pending corrective action Continual monitoring of market trends	4	1	4
Poor service provision	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	4	2	8	Robust operational and quality management systems established Comprehensive customer feedback systems established to gather and analyse customer opinions Comprehensive ongoing monitoring of performance in respect of key service criteria Establishment of detailed annual service plans setting out strategic objectives and required actions	4	1	4
Increased competition	Reduced use of facilities, loss of income, reduced development potential	3	3	9	Robust operational and quality management systems established Comprehensive customer feedback systems established to gather and analyse customer opinions Comprehensive ongoing monitoring of performance in respect of key service criteria Regular review of relevant competition on a local, regional and national basis	3	3	9



POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Non-compliance with relevant legislation and regulations	Fines, contractual penalties, default, censure	4	1	4	Expert support from key advisors, including legal, HR, H&S etc. Robust operational and quality management systems established Ongoing external and internal audit and inspection regimes	4	1	4
Failure of ICT systems	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Specialist ICT Manager in post, with expert off-site third party organisations providing support Corporate ICT recovery plan established as part of business continuity plan All data backed up daily Corporate ICT systems housed in a secure environment	4	2	8
82 Damage to buildings or equipment through fire, flood or similar	Loss of data, loss of income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	Corporate business continuity plan in place and regularly reviewed Division-specific business continuity plan to be developed All data backed up daily Corporate ICT systems housed in a secure environment Fire and related risk assessments in place on a site-by-site basis and regularly reviewed Emergency Action Plans in place on a site-by-site basis and regularly reviewed		2	6

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
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
03 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

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Loss of key staff	Negative impact on operational and financial performance, loss of divisional and corporate knowledge, damage to relationships with client partners	2	4	8	<p>Established and properly resourced Executive Management Team, Senior Management Team and Divisional teams.</p> <p>Clear policies and procedures in respect of internal communication, knowledge management and quality management systems</p> <p>Proactive recruitment policies in order to identify and appoint relevant staff.</p> <p>Comprehensive training, appraisal and personal development policies and procedures to ensure appropriate progression of staff.</p> <p>Comprehensive succession planning across the business</p> <p>Establishment of appropriate notice periods to ensure that sufficient time is available for recruitment and replacement</p>	2	3	6

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
Employment disputes	Staff dissatisfaction, loss of income, disruption of business, client and customer dissatisfaction, reputational damage	3	2	6	<p>Appropriately resourced central HR team, supported by relevant specialist advisors</p> <p>Comprehensive recruitment and staff management procedures</p> <p>Comprehensive training programmes for all line managers, with published training and development plan</p> <p>Staff Partnership and Consultative committee established together with regular dialogue with staff representatives</p> <p>Formal recognition of key unions and regular dialogue with relevant representatives</p>	3	2	6
Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9	<p>Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules</p> <p>Establishment of Partnership Board to provide guidance and support in relationship</p> <p>Establishment of an agreed Annual Service Plan, with shared objectives, agreed actions and timescales</p> <p>Regular performance monitoring, including service standards and compliance with the annual service plan.</p> <p>Multi-faceted relationship between Fusion and Oxford City Council</p>	3	2	9

POTENTIAL RISK	POTENTIAL IMPACT	SEVERITY	LIKELIHOOD	WEIGHTING	MITIGATING ACTIONS	RESIDUAL SEVERITY	RESIDUAL LIKELIHOOD	RESIDUAL WEIGHTING
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	<p>Professional project team and Project Manager employed to oversee delivery of works</p> <p>Establishment of Project Board to meet regularly to assess progress against agreed timescales and to address issues arising</p> <p>Development of risk logs in respect of each proposed development in order to pre-empt and mitigate potential risks</p> <p>Comprehensive programme of consultation with customers and key stakeholders</p>	3	3	9
06 Deterioration of facilities	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity, unplanned facility closure	3	2	6	<p>Appropriately resourced central FM team, supported by relevant specialist advisors</p> <p>Relevant and dedicated divisional resource</p> <p>Employment of specialist FM contractor to provide support in delivery of PPM and reactive maintenance</p> <p>Establishment of an agreed programme of backlog and lifecycle (substantive) works</p> <p>Regular monitoring and inspection of facility condition and maintenance processes</p>	3	2	6

Key:

Severity of impact:

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