

UPDATE BRIEFING PAPER

To: Scrutiny Committee

Date: 28 July 2016

Report of: Head of Community Services

Title of Report: Response to further Committee questions: Fusion Lifestyles performance 2015/16 and 2017/18 Annual Service Plan, 4 July 2016.

Fusion Lifestyle

Summary

Purpose of report: To provide further response to member questions.

Key decision? No

Executive lead member: Councillor Linda Smith, Executive Board Member for Leisure, Parks and Sports.

Introduction

- 1 The performance report for the Councils leisure provider, Fusion Lifestyle (Fusion) 2015/16 and Fusions 2016/17 Annual Service Plan was presented to the Scrutiny Committee, 4 July 2016.
- 2 The Committee requested further response to:
 - The extent of competitor benchmarking against neighbouring leisure providers
 - How customer satisfaction is measured
 - The marketing and accessibility of leisure services to women from black and ethnic minority groups
 - The use of social media and the marketing and visibility of leisure services to groups who may be less likely to engage with these channels, such as older people.
- 3 This report provides response to these points.

4 The extent of competitor benchmarking against neighbouring leisure providers

Fees and charges and membership offer benchmarking is compared across other:

- Local districts
- Fusion Lifestyle contracts
- National comparators where they have similar centres (i.e. Exeter, Preston, Rushmoor, Runnymede)
- Association of Public Service briefings such as; State of the Market Survey for Local Authority Sports and leisure Services.

Further benchmarking on performance, participation and price is undertaken as part of the UK quality award scheme for sport and leisure QUEST.

As part of this process facilities engage with the partnership approach of an industry National Bench Marking Service, which provides critical data on the performance our leisure facilities such as access, finance, utilisation and satisfaction. This includes facilities run by council's, trusts and private operators.

5 How customer satisfaction is measured

Fusions customer care process includes an approach to:

- Facility presentation
- Customer enquiries and complaints
- Customer comments.

Measures and continuous monitoring is completed by Fusion through wide ranging mechanisms and processes including:

- Mystery visits
- Quality Award Schemes such as Quest and the National Benchmarking Service
- Facility User Group meetings
- Non- User surveys are also completed.
- A 'Please Tell Us What You Think' scheme, where customers rate their level of satisfaction with facilities and service. This can be completed in person at the facility or on-line; [Leave us Feedback](#)
- Fusion also uses Net Promoter Score (NPS) methodology; an index ranging from -100 to 100 that measures the willingness of customers to recommend a company's products or services to others. It is used as a proxy for gauging the customer's overall satisfaction with a company's product or service and the customer's loyalty to the brand

6 Marketing and accessibility of leisure services to women from black and ethnic minority groups

Fusion's core charitable objectives focus on the provision of recreational and sporting services in the interests of social welfare; special facilities for target groups; and promoting community participation.

Sports and Community Development teams are equipped with strategies, policies processes, techniques, resources and expertise to deliver the objective of increasing participation amongst all communities, including special populations and hard to reach groups. Some examples in practice are:

- Fusion utilise photos and images of the local population/BME on website and other promotional materials, etc.
- They are also a partner in the Active Women scheme and participants receive a monthly newsletter. An example can be found on the Oxford Sport and Physical Activity Website;

<http://www.oxspa.co.uk/uploads/active-women-activities-in-oxford-city.pdf>

- Dedicated women only activities and timetables, with provision at Barton Leisure Centre fully staffed by a female only team.

7 The use of social media and the marketing and visibility of leisure services to groups who may be less likely to engage with these channels, such as older people

Fusion promotes programmes and timetables through the Oxford City 50+ Network. These include activities and exercise classes tailored to the older population such as Prime Time, Zumba gold and 50+ badminton.

A proactive Older People representative regularly attends and contributes at quarterly Leisure Partnership Board meetings. This supports and engages two way communication for our older population on the delivery of service in city leisure facilities

Fusion's Older People programmes also link with the countywide GO Active Get Healthy initiative and with local Health Practitioners to promote an Exercise On referral scheme.

Fusion actively reach out to communities by attending events across the city where they engage with all age groups, abilities and to promote our facilities and get more people active.

8 Key elements of Fusions sports and community development plan in respect of increasing participation by under-represented groups in Oxford includes:

- Research – Analysis of user numbers, types of usage and numbers of target groups
- Develop and maintain proactive relationships
- Consultation
- Programming
- Pricing
- Promotion
- Partnerships.

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