

ANNUAL SERVICE PLAN

CLIENT:

OXFORD CITY COUNCIL

PERIOD:

From **April 2017**

To **March 2018**

SUBMITTED BY:

Mike Harrison

Contract Manager



SERVICE PLANNING EXECUTIVE SUMMARY

INTRODUCTION:

This Annual Service Plan sets out Fusion's aims and objectives in respect of the delivery of leisure services on behalf of Oxford City Council in the year from April 2017 to March 2018.

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

The Annual Service Plan incorporates an executive summary, a review of previous years, a description of the planning context, details of the strategic objectives for 2017/18, specific action plans in respect of those strategic objectives and a risk analysis;

The contents of the Annual Service Plan, once agreed with the Leisure 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 Leisure Partnership Board meetings and a formal review in advance of the 2018/19 service planning process.

FINANCIAL:

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

- * F1 To ensure each centre is financially self sustainable and generating a surplus
Individual business plans for each centre with target of surplus
- * F2 To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive
Key actions include implementation of 2017/18 pricing proposals, including general RPI increases across core prices and planning for 2018/19 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 15% 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 the Councils Communities and Sports Development teams, 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 the Councils Sports Development and Youth Ambition teams; improved work with schools and support of the Youth Ambition Program;
- * P4 To deliver a 15% year-on-year increase in participation by users from BME groups
Key actions include: mail campaigning, work with relevant local stakeholder groups and the Councils Communities and Sports Development teams; development of community ambassadors and development of specific programmes and activities;
- * P5 To deliver a 15% year-on-year increase in participation by disabled users
Key actions include: development of specific access awareness, work with relevant local stakeholder groups and the Councils Sports Development team; IFI accreditation such as the Swans 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 15% 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 and the creation of a specific marketing plan;
- * P8 To deliver a 5% increase in participation by Women and Girls
Key actions will be to work within the 'Active Women Project' supported by key partners and funded by Sport England
- * P9 To deliver a 5% increase in participation target - over achievement

CUSTOMER RELATIONS:

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

- * CR 1 To maintain customer satisfaction levels at leisure facilities above 95% Good, Satisfactory and Excellent
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 National Benchmarking Surveys and the more regular Marketforce customer surveys;
- * CR 2 Striving for Good/Excellence 60%
Aiming for increasing satisfaction scores through Please tell Us What You Think - aiming for Good/Excellence
- * CR 3 Response time for customer feedback - responded to within 48hrs and closed off in no more than 7 days
Key action is delivery of action plans based on a specific reviews and results of customer relations programmes and regular feedback/management of key personnel at site level;
- * CR 4 To deliver a reduction of 6% in annual attrition levels for memberships
Key actions include full implementation of Fusion's customer relations management procedures, including the taking of appropriate action following results of cancellation surveys. Ensuring that facilities are run and maintained to excellent standards with correct pricing, programing and with the right staff in the right positions

HEALTH AND SAFETY:

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

- * HS1 To ensure 100% compliance with Fusion H&S policies and procedures
Key actions include continued review of compliance, regular audits and ongoing improvement plans.

FACILITY MANAGEMENT:

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

- * FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities
Key actions include 100% compliance with procedures, regular review of failure trends, implementation of remedial plans and further development of the F360 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% minimum reduction in carbon emissions year-on-year
Key actions include review of target figures, implementation of ISO14001 policies and procedures, review and implementation of works in respect forward Olifecycle and development works; development of wider staff engagement in identifying and tackling excess or unnecessary energy, water consumption; seek to ensure that, wherever possible, use is made of the funding available under the Salix funding scheme to procure appropriate energy-saving initiatives within Oxford facilities.
- * FM3 To achieve a 50/50 split (50% recycling 50% landfill) of all refuse collection from our centres
Key actions include establishment of baseline figures, implementation of ISO14001 policies and procedures and development of specific plans and liaising with the refuse team at OCC
- * 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 Facility Management in house team and subcontractors, delivery of programme of lifecycle works and management of the equipment inventory;
- * FM6 To maintain Quest accreditation at a minimum 'Excellent' at Ferry L. C, Good at Leys Pools & L.C, Hinksey Outdoor Pool, Oxford Ice Rink and Barton L. C. -
Key actions include: Information Management System audit and implementation of relevant continuous improvement plans.

STAFFING:

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

- * S1 To ensure that the Right People are in the Right Place at the Right Time
Key actions include implementation of standard management and staffing structures, full compliance with HR policies and procedures, delivery of training and personal development plans and implementation of succession plan;
- * S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall
Key actions include full compliance with HR policies and procedures, review of all job descriptions, specific promotion of Fusion as an employer of choice, and improved delivery of coaching and training programmes;
- * S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community
Key actions include formal analysis of current workforce, development of specific action plans, delivery of relevant training and thoughtful & thorough recruitment procedures followed.

MARKETING:

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

* M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated

Key actions include establishment of clear protocols, identification of measurable KPIs re awareness, training to key managers and ongoing liaison with representatives from Council comms department;

* M2 To deliver a 5% increase in the total membership

Key actions include delivery of a calendar of sales activity; creation and implementation of specific action plan, targeted work in respect of deprived wards, BME groups, 50+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;

* M3 To establish and maintain the highest standards of facility presentation

Key actions include delivery of specific action plan to include notice board presentation, and customer journey

M4 To establish and maintain the highest standards of web and social media promotion

Key actions to include: Websites and social media are kept up to date and are innovative

M5 To develop connections and outreach with local school, youth clubs and Under18's

To improve relationships with schools and youth groups and so promote health and fitness

M6 To launch new collateral designs and reduce print wastage

Launch new concept marketing designs and literature and reduce waste

SPORTS AND COMMUNITY DEVELOPMENT:

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

* SCD1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities

Key actions include the updating of the specific list of relevant stakeholders, development of planned consultation/liaison, work with the Council's Sports Development Youth Ambition and Communities teams and delivery of joint initiatives;

* SCD2 To develop and maintain 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 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;

* SCD5 To positively promote the benefits of healthy living and active lifestyles

Key actions include use of Sports and Community **Development** notice board and development of joint initiatives with key partners including public health and clinical practitioners and the Barton Healthy New Town project; production of case studies to demonstrate impact, outcomes and social value of delivery.

SCD6 Develop & maintain relationships with schools and educational groups

Key actions include: consultation and liaison with schools, colleges and educational groups; facilitating work experience and delivering taster sessions

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:

Three 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 Horspath Athletics Track and potential crèche facilities at Ferry Leisure Centre;

Key actions include delivery of agreed plans;

* PD3 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 now incorporates the delivery of services of the City Council's main five leisure facilities: Barton Leisure Centre, Leys Pool & Leisure Centre (previously Blackbird Leys Leisure Centre) Ferry Leisure Centre, Oxford Ice Rink and the Seasonal Hinksey Outdoor Pool.

In establishing this management contract, the City Council's key aim is to facilitate the development of World Class facilities and World Class services within the City. Throughout the duration of the contract 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 2017 to March 2018.

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

CONTENTS OF THE ANNUAL SERVICE PLAN:

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

- * an executive summary of the annual service plan;
- * a review of performance from previous year;
- * description of the context for the annual service planning process;
- * details of the strategic objectives and detailed actions plans for a series of service elements as follows:
 - financial, participation, customer relations, health and safety, Facility Management, 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:

- * October '16: Partnership Board initial discussion regarding primary service objectives;
- * December '16: Presentation of draft Annual Service Plan to Leisure Partnership Board;
- * January '17: Presentation of the final Annual Service Plan to the Leisure Partnership Board;
- * April'17: 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:

- * February 2017: communication to Fusion management team and staff;
- * April 2017: Presentation of the Annual Service Plan to the Council City Executive Board for endorsement
- * April 2017: communication to customers and key stakeholders.

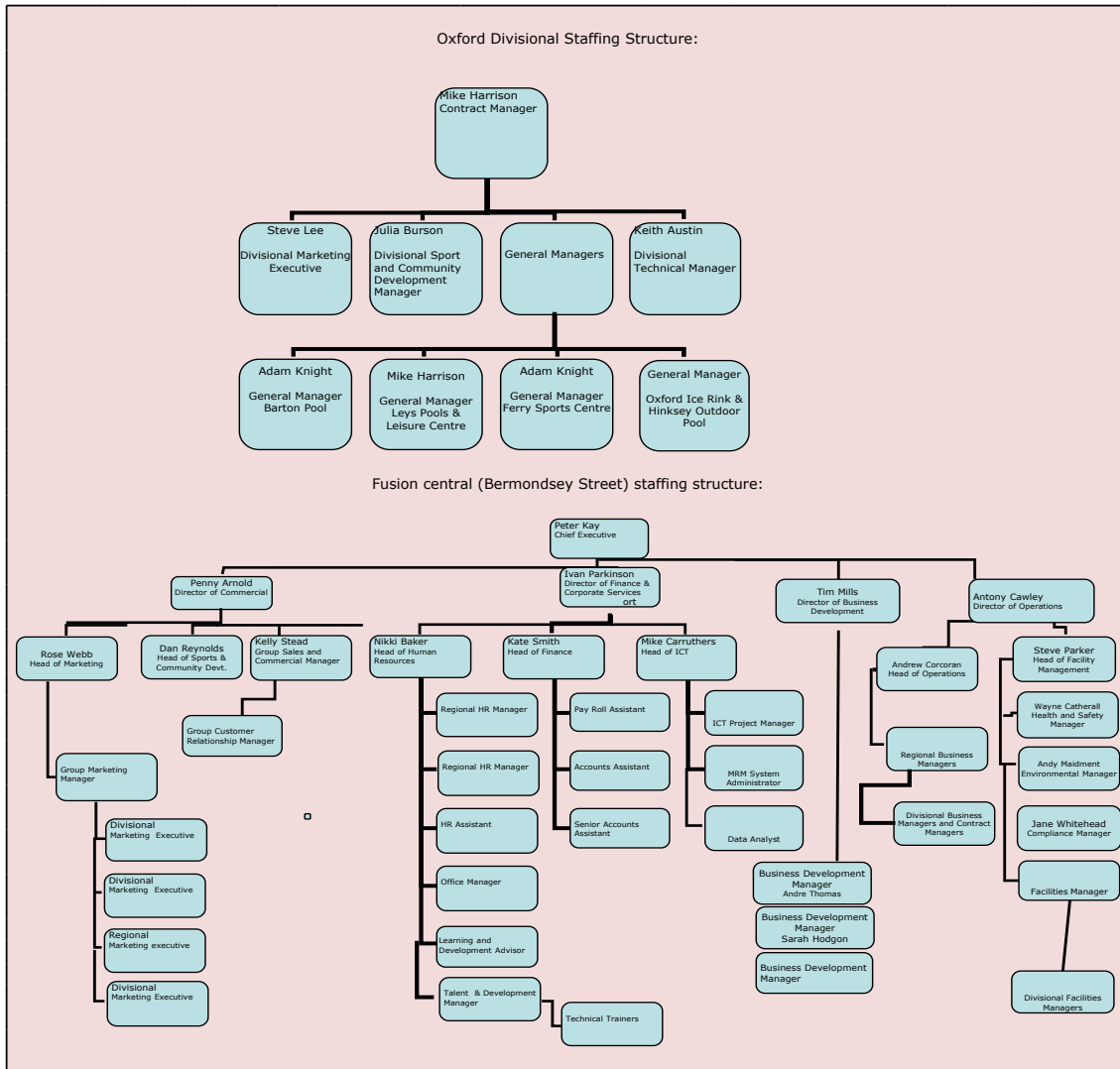
REVIEW AND MONITORING OF THE ANNUAL SERVICE PLAN:

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

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

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

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



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 Leisure Partnership Board;
- * Fusion's corporate objectives as reflected in the company's Business Plan
- * the analysis of contract performance to date;
- * the commitments and intentions set out in Fusion's Best And Final Offer tender submission; Supplementary agreements and the Contract Extension agreement, 2014;
- * 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 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 2017/18 are as follows:

- * continued engagement with reducing CO2 Emissions - delivery of 5% year-on-year reduction in carbon emissions (PB1)
- * continued engagement with and participation by the Council's target groups, as follows: increases in participation by users resident in the most deprived wards in Oxford, BME groups, disabilities, junior free swim scheme, under 16s participation; women participation. We aim to exceed and increase participation by at least 5% across all groups and total participation but with targets being as high as 15% in certain target groups such as older people (PB2)
- * maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated (PB3)
- * improving access to the facilities (e.g. car parking) (PB4)
- * to explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford (PB5)
- * to improve the health and well-being of local communities by engaging people in physical activity and healthy eating choices (e.g. healthy vending machines) (PB6)
- * to improve the offering of the 11-15 year old programming including term time and school holiday's (PB7)

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 2016-2020 and those objectives with specific relevance to the leisure facilities are as summarised below:

- * **Vibrant, sustainable economy:** "...the City Council will need to build on our strong partnerships with neighbouring authorities, public sector partners, developers and business to capitalise on the unique opportunities presented by the knowledge economy and concentration of high-tech businesses. The City Council plays a key role in promoting and shaping development, working with investors, developers and land owners. (OCC1)
- * **Meeting Housing Needs:** Improving Oxford residents' access to affordable and high-quality homes in good environments that are close to jobs and facilities (OCC2)
- * **Strong, Active Communities:** "Provide high quality community and leisure facilities and seek to increase participation in regular physical activity to improve people's health and quality of life". "The City Council will be investing £5 million in the Horspath Athletics Ground." ".....work with communities and partners to encourage participation and develop new models of service and develop the use of our public buildings for a wide variety of community services." "Engage young people in our Youth Ambition program to improve educational attainment, their skills and ambition; and work with schools to ensure that young people benefit from social, cultural and sports opportunities." (OCC3)
- * **A Clean and Green Oxford:** The City Council's objective is to have an attractive and clean city that minimises its environmental impact by cutting carbon, waste and pollution. They will do this by; "Investing in energy efficiency, renewable energy to continue to reduce carbon emissions from our own estate by a minimum 5% each year....." "Through Government Salix Scheme and our own Salix-Plus fund we will invest in renewable energy, energy efficiency, and water savings technology to reduce environmental impact and save money." (OCC4)
- * **An Efficient, Effective Council:** A customer focussed organisation, delivering efficient, high-quality services that meet people's needs. "The City Council pays a living wage (£8.93 per hour) to all staff and require the same of our contractors and suppliers." (OCC5)

Further, in the Leisure and Wellbeing Strategy 2015-2020, the City Council is reviewing its leisure programmes which seeks to achieve the following 3 objectives:

- * 1 A world class leisure offer: to be achieved via investment, leisure centres, outdoor sports, the broader leisure offer and improving the ways to promote the offer.
- * 2 Our focus sports: to remain focussed on creating innovative and inclusive sporting pathways that drives up participation in our Focus sports through a joined up leisure offer. The Focus sports include; swimming, cycling, rugby union, dance, cricket, athletics, tennis, table tennis, football and youth ambition.
- * 3 Partnership working: to achieve progress in effective partnership working towards increasing physical activity levels.

FUSION CORPORATE OBJECTIVES:

Fusion's corporate vision is "to be the UK's 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 2016 are as follows:

- * to deliver a 8% year-on-year increase in turnover (Fus1)
- * to deliver a 10% increase in Margin (Fus2)
- * to deliver a 4% increase in like for like revenue (Fus3)
- * to ensure 98% "good"/"excellent" for overall customer satisfaction and 100% "good"/ "excellent" for staff (Fus4)
- * to deliver Quest accreditation rating of "Excellent" (Fus5)
- * to achieve turnover of 86 million pounds (Fus6)

2016/17 PERFORMANCE:

to be added first week of April

AGREED COMMITMENTS WITHIN THE BUSINESS PLANNING PROCESS:

Key commitments agreed within the business planning process are:

- * to look at the good/excellent rating of Customer service aim for 60% target in 2017/18
 - * to increase participation by minimum 5% and in some cases 15%
- * to increase income and reduce deficit in 2017/18 to sufficient levels to produce a surplus in all sites
- * to contribute to the delivery of the Council's targets of reducing carbon emissions from Council buildings by a minimum 5% year-on year;
- * to maintain Quest accreditation score of at least 'Good' and target Ferry to maintain it's 'Excellent' rating

SPORT ENGLAND NATIONAL BENCHMARKING SURVEYS:

Sport England Benchmarking Surveys are undertaken on a bi-annual basis. During the last part of 2014, Sport England National Benchmarking Surveys were published for Barton Leisure Centre and Oxford Ice Rink. Ferry Leisure Centre and Leys Pools and Leisure Centre were published in early 2015 although the survey of Leys Pools and Leisure Centre did not include the new wet side facilities. The Survey processes involved an analysis of financial and usage statistics for the facilities (in year 2013/14) and sample surveys of customer satisfaction undertaken in the summer 2014.

- * "Strong" financial performance at; Ferry and Barton Leisure Centres and Oxford Ice Rink. "Weak" performance at Leys Pools and Leisure Centre mainly because of low income generation. Subsidy per user in the top quartile at Ferry Leisure Centre and Oxford Ice Rink.
- * "Improved" access performance at Ferry Leisure Centre and Oxford Ice Rink and Leys Pools and Leisure Centre, particularly 11 - 19 year olds and 20 - 59 year olds and unemployed. Good performance for deprived/disadvantaged users but weaker performance in disabled and 60+ groups.
- * 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 and Ferry Leisure Centres. Oxford Ice Rink was perceived to be below industry standards due mainly to poor food and beverage provision, poor equipment and activity charge/fee and Leys Pools and Leisure Centre near to average scoring.

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:

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

Disabled Users:

- * approximately 10.6million disabled people in the country;
- * Sport England market segmentation research shows that disabled users are spread across all segments, such that targeted marketing is difficult;

Disadvantage users

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

Oxford-specific Context:

General Population:

- * Population growth of 12% (2004-2014); the eleventh fastest growing English city
- * 24% (30,000) of the city's adult population are full time students
- * 25% population turnover each year
- * 32% of the population are aged between 18 and 29 years
- * 22% of residents from a black or ethnic group and 14% are from white non-British ethnic background
- * Oxford is reporting an aging population for the first time in recent history
- * Unemployment is 5.4% compared to England average of 7.1%

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 Leisure Centre), Rose Hill and Iffley, Littlemore, Northfield Brook, Blackbird Leys and Cowley (all directly served by Leys Pool & Leisure Centre) and Carfax (served to some extent by Ferry Leisure Centre).

Users over 50:

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

Users under 16:

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

Users from BME groups:

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

Findings from non-user survey:

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

- * The majority of the sample thought that regular exercise/activity was important with 68% stating very important (national benchmark 61%).
- * 52% strongly agree that physical activity is good for your health even if moderate, 32% strongly agree it's good for your health even if only for 10 minutes at a time. 43% strongly agree physical activity is better for you if you keep it up for at least 30 minutes and 16% strongly agree it's better if you get out of breath. 38% either agree or strongly agree you can get enough in your daily life without doing sport or exercise.
- * 42% thought that they were regularly undertaking at least 5 x 30 minutes of moderate exercise (national benchmark 39%). 12% said they had done no sessions, (national benchmark 15%).
- * Of those that did exercise regularly, 18% used a leisure centre/health club and/or College University facilities. 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 investment and maintenance programme
- * higher than industry average performance in respect of customer satisfaction (cf. NBS surveys and regular NPS surveys);
- * maintained improvements in cleaning standards;
- * consistent meeting, reporting and monitoring regimes with the Council;
- * staffing establishment ensuring right people right place right time
- * strong financial performance, particularly subsidy per user
- * Maintained high customer satisfaction and Mystery Visit results
- * New facility opened in 2015

Opportunities:

- * impact of a major wet/dry facility at Leys Pools and Leisure;
- * continued delivery of cultural change within management and staffing teams;
- * continued partnership working between Fusion and the Council;
- * high population turnover within the city
- * programming opportunities in relation to family activities and Group Fitness Product
- * programming opportunities in relation to 60+ target group

Weaknesses:

- * building up a base membership level at Leys Pool & Leisure Centre (and to a lesser extent other facilities) due to the high take-up of Bonus card pay as you go visits
- * car parking arrangements at Ice Rink & Ferry Leisure Centre
- * high and variable staff costs (as a percentage of income);
- * loss making contract in 2015-16

Threats:

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

Supporting Documentation:

Leisure Net Solutions "street Focus" non-user research 2011
Index of Multiple Deprivation Map (Department of Communities and Local Government, 2007)
Active England Survey Results 2013
Oxford City Council Corporate Plan, 2016-2020
Target Market Report - Deprived Wards (Hatrick Marketing, November 2009)
Target Market Report - Users over 50 (Hatrick Marketing, November 2009)
Target Market Report - Users under 16 (Hatrick Marketing, November 2009)
Target Market Report - Users from BME Groups (Hatrick Marketing, November 2009)
Oxford Profile 2013 (Oxford City Council)
Target Market Report - Disabled Users (Hatrick Marketing, November 2009)
NBS surveys 2014 &15

FINANCIAL

F1 To ensure each centre is financial self sustainable and generating a surplus - to be reviewed monthly				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create individual business plan to include Like for Like income growth on all income lines - target 3% uplift	April 2017 - March 2018	Business Plan Created	CMgr (with GMs)
2	To consider the introduction of differential pricing structures in under-utilised Centres or those not sustainable and/or making a loss or those not maximising their potential in order to increase usage	April 2017 onwards	Monthly Reviews conducted	CMgr (with GMs)
3	Price increase on charges implemented 1st April 2017	April 2017 onwards	Action plan implemented.	CMgr (with GMs)
4	To undertake weekly trading reviews with centre managers.	weekly	Weekly trading meetings instigated at each site.	CMgr (with GMs)
	Conference Call to review weekly forecast			
5	If loss making programmes promote to reduce losses	Monthly	Business plan projections prepared.	CMgr (with team)
6	To deliver the business plan for the new 3G Football Pitches/Pavilion at Leys Pool and Leisure and to achieve all financial targets	April 2017 - March 2018	Business Plan targets and budgets communicated to all relevant staff and achieved at the end of the year	GM
7	To finalise detailed business plan projections for 2018/19	December 2017	Business plan projections finalised.	CMgr (with team)
8	To communicate detailed business plan targets and budgets to all relevant managers and staff.	January 2017	Business Plan targets and budgets communicated to all relevant staff.	CMgr (with team)

F2 To ensure that pricing structures and levels across the leisure facilities are appropriate and inclusive -				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To apply RPI increases to all core prices at each of the leisure facilities and to undertake relevant customer communication.	Jan/Apr 2017	Increases applied and customer communication undertaken.	CMgr (with GMs)
2	To formally review all pricing structures and levels and develop specific pricing proposals for the 2018/19 annual service plan.	September - December 2017	Pricing structures and levels formally reviewed and proposals developed for 2018/19	CMgr
	To specifically incorporate consideration of concessionary options, the breadth of membership offers and application of community/club concessionary rates; and increases to legacy memberships.			
4	To conduct a bench marking exercise using other Fusion Contracts and competition within Oxfordshire in preparation for the formal price review of all prices	July - August 2017	Formal review conducted	CMgr
5	To agree pricing proposals for 2018/19 to include the change of bonus pay and play and increase bonus Direct Debit sales.	December 2017	Pricing proposals agreed.	
6	To agree process of consultation and communication in respect of 2018/19 pricing	December 2017 - January 2018	Process agreed.	CMgr
7	To implement agreed process of consultation and communication in respect of 2017/18 pricing	January - March 2017	Process implemented.	CMgr (with GMs)

Abbreviations:

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager

PARTICIPATION

P1 To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review target wards within the City and update target streets and estates within those target wards that require inclusion/omission	Apr-17	Target wards and streets/estates reviewed and mapped	DSCDMgr
2	To establish all relevant participation targets for 2017/18	Apr-17	Participation targets established	CMgr
4	To implement targeted campaigns, promoting existing benefits of the bonus choice membership and specific activities through data supplied by Oxford City Council to reached those on low incomes. Bonus class promotion with view to upgrading to Bonus choice membership. Target uplift 100% bonus membership	Apr-17	100% uplift achieved by March 2018	CMgr
5	To deliver the business model for the new Leys 3G pitch and existing Pavilion to increase participation in all target groups	Ongoing	Participation targets established	DSCDMgr
6	To maintain links with appropriate community groups within each of the target wards	Ongoing	attend at least two community events in the year	DSCDMgr (with GMs)
7	To deliver and promote the Free Swimming scheme across the city and to review effectiveness of pool programming at each Centre in order to maximise participation	Ongoing	Pool timetables promoted and delivered.	DSCDMgr (with CMgr & GMs)

P2 To deliver a 15% year-on-year increase in participation by users aged over 50				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	Apr-17	Participation targets established	CMgr (with DSCDMgr)
2	To review and update partners who support the development of activities and increase in participation by people aged over 50.	April - June 2017	Up-to-date partners identified and reviewed.	DSCDMgr (with CMgr & GMs)
	Review the older peoples Needs Analysis			
3	To review Primetime programmes at all facilities 3 times per year and identify opportunities for any further targeted sessions in each case	April 2017	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMs)
	Promote 50+ gym usage and class activities	April 2017 - Dec 2017	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMs)
	Promote GP referrals and aim to deliver >200 per year	Mar-18	Target / KPI achieved	DSCDMgr (with CMgr & GMs)

P3 To deliver a 5% year-on-year increase in participation by users aged under 16				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	Apr-17	Participation targets established	CMgr (with DSCDMgr)
2	Increase Learn 2 Swim Programme	April 2017 onwards	90% capacity in all three Centres and 3500 swim participants	DHT (with GMs)
3	To review stakeholder partners who can support the development of activities and increase in participation by people aged under 16.	Apr-17	Stakeholder partners reviewed.	DSCDMgr (with GMs)
4	To allow Over 8s to sign-up to and use Rewards Cards	Apr-17	50% of all U.16 users to have a reward card by the end of the year March 2018	DSCDMgr (with CMgr & GMs)
5	To increase Skate school participation by 10%	April 2017 onwards	Increase skate school - from 340 to 375+ (350 by October 2017, 375 by February 2018)	
6	Promote safety of swimming to Oxford Primary schools - Swimming Week	Jul-17	Programme created.	DSCDMgr (with CMgr & GMs)

P4 To deliver a 15% year-on-year increase in participation by users from BME groups				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18 - 5 % uplift from 2016/17	Apr-17	Participation targets established	CMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation by people from BME groups.	April - June 2016	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To maintain association with "community ambassadors" with whom to work to promote accessibility to the leisure facilities for BME groups.	Ongoing	Ambassadors identified.	DSCDMgr (with GMs)
4	To review and implement a revised programme of work with the community ambassadors.	October 2017 - March 2018	Programme reviewed and implemented.	DSCDMgr (with GMs)
5	To undertake direct a campaign to relevant wards and streets, promoting relevant activities at the leisure facilities.	October - December 2017	Campaign undertaken.	CMgr (with DSCDMgr & GMs)

P5 To deliver a 15% year-on-year increase in participation by disabled users				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	Apr-17	Participation targets established	CMgr (with DSCDMgr)
	To review inclusiveness and accessibility at Hinksey and remedy any shortcomings before the 2017 season starts	Apr-17	Disabled access and facilities up to required standard	DFM, GM ands CMgr
2	To review stakeholder partners who can support the development of activities and increase in participation by disabled people.	April - June 2017	Stakeholder partners reviewed.	DSCDMgr (with GMs)
3	To promote Inclusive Fitness at Leys Pools & Leisure Centre and record disability to all users that sit within these category to enable improved reporting	April 2017- March 18	Promotion of IFI facilities	DSCDMgr

P6 To deliver a 5% year-on-year increase in participation on junior swimming				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Programme of growth of Learn 2 Swim programme	ongoing	HR Policy, recruitment process	CMgr
2	To review the allocated hours for free swimming	April 2017	Review undertaken and revised programme produced	DSCDMgr (with CMgr & GMs)
3	In partnership with OCC deliver funded free swimming lessons targeted at children in high areas of deprivation having low rates of physical activity	ongoing	Swimming lessons undertaken	DSCDMgr (with CMgr & GMs)
4	Continue to work with Oxford City Swim club in our joint CDF programme,	April 2017- March 2018	Programme developed and implemented	DHT (with GMs)

P7 To deliver a 15% year-on-year increase in participation in 60+ swimming				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	Apr-17	Participation targets established	CMgr (with DSCDMgr)
2	To implement the agreed marketing plan for promoting 60+ swimming	July 2017- March 2018	Marketing plan implemented.	CMgr (with DSCDMgr & GMs)
3	To conduct a 6-monthly customer survey in each Centre targeted at 60+ swimmers to understand how we are performing with this target group and to identify opportunities to increase participation	April 2017 and October 2017	Survey produced, distributed, collected, analysed, published and acted on	DSCDMgr (with GMs)
4	To develop and implement a programme of promotion of appropriate add-on / sell-on activities O'60 swimming participants.	April 2017 - March 2018	Programme developed and implemented	CMgr (with DSCDMgr & GMs)
5	Programme to incorporate free swimming loyalty card, access to swimming lessons, PR campaign including testimonials, coaching of other aquatic disciplines, Swimathon participation, swim-fit, ladies only etc. Initiatives to include liaison and joint working with ASA.	April 2017 - March 2018	Programme developed and implemented	CMgr (with DSCDMgr & GMs)

P8 To deliver a 5% year-on-year increase in participation in Women and Girls Activities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	Apr-17	Participation targets established	CMgr (with DSCDMgr)
2	To review stakeholder partners who can support the development of activities and increase in participation in women and girls activities.	April - June 2017	Stakeholder Partners reviewed	DSCDMgr (with GMs)
3	To develop a specific joint initiative re increasing female usage with at least one identified stakeholder.	July 2017	Joint initiatives identified.	DSCDMgr
4	To implement the agreed joint initiative re increasing female use.	July - December 2017	Joint initiatives implemented.	DSCDMgr

P9 To deliver a 5% increase in overall participation				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish all relevant participation targets for 2017/18	Apr-17	Participation targets established	CMgr (with DSCDMgr)
2	To achieve a total of 1.45 million visits in 2017/18	April 2017 to March 18	>1.45 million visits achieved	All Fusion Staff
3	Rewards card sign up targets to be established for each Centre and monitored weekly. Reward card usage also monitored for effectiveness of service delivery in each Centre	April 2017 to March 18	Reward card sign-ups and usage targets established	CMgr (with DSCDMgr)

Abbreviations

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager
- DHT Divisional Head Teacher

CUSTOMER RELATIONS

CR 1 To maintain customer satisfaction levels at leisure facilities above 95% Good, Satisfactory, Excellent				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with Fusion's policies and procedures regarding customer care, including customer forums and meet the manager sessions.	April 2017 and ongoing.	Policies and procedures implemented.	GM
2	To ensure that all facilities maintain an up-to-date "Customer Care" notice board.	Ongoing	Notice boards provided and maintained with relevant information displayed.	GM
	Notice board to present information including customer care policies, Please Tell Us What You Think and Net Promoter Score statistics, detailed "you said, we did" feedback, details of customer forums and management surgeries, customer rules and etiquette.			
3	To reaffirm composition and roles of User Groups at each of the leisure facilities and establish a calendar of meetings in each case which is published on customer notice boards for the year ahead.	April 2017	User Group composition and roles reaffirmed and calendar of meetings established.	GM
4	To hold monthly 'Meet the Manager' surgeries at each leisure facility.	April 2017 to March 2018	Management surgeries held.	GM

CR 2 Customer Service KPI improvement year on year in each Centre				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
0	Establish 2017/18 targets for Net Promoter Score, Good Satisfactory and Excellent and Good / Excellent figures for each Centre based on 2016/17 actuals	Apr-17	Marketforce PTUWYT and NPS	GM
1	Aim on achieving customers rating their satisfaction levels Good or Excellent (GE) greater than 2016/17	Monthly	PTUWYT	GM
2	Net Promoter Score improvement year on year in each Centre	Monthly	Market Force NPS	GM
3	Achieve 90% satisfactory/good/excellent rating for staff score	Monthly	PTUWYT - Staff Score	GM

CR 3 Response time for customer feedback - responded within 48 hours and closed within 7 days				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	First response time to comments to be 48 hours or less	Ongoing	Marketforce	GM
2	Resolution time to be within 7 days	Ongoing	Marketforce	GM
3	To ensure all staff receive Delivering Service Excellence training	Ongoing	Inductions complete	GM

CR 4 To ensure user representation on the Leisure Partnership Board and quarterly User group meetings take place and are well attended				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	All centres to provide User group meeting dates for the 2017/18 year	Apr-17	Calendar developed and communicated via customer notice board	CMgr (with GMs)
2	Each Centre to provide one representative from each User group to attend quarterly Leisure Partnership Board meetings	April 17, July 17, October 17, Jan 17	Attendance recorded	CMgr, DMMGR (with GMs)
3	To ensure all meetings are minuted and displayed to all customers within 7 days of the meeting and to the Fusion standard	April 17, July 17, October 17, Jan 18	Customer notice board complies to Fusion standard and updated within the allotted time frames	CMgr, DMMGR (with GMs)

CR 5 To deliver a reduction of at least 6% attrition levels for membership				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain mechanisms for measuring baseline membership numbers and attrition levels.	Ongoing	Mechanisms are maintained	CMgr (with GMs)
2	To implement Fusion's Customer Relations Policies and procedures.	Ongoing	Policies and procedures implemented.	CMgr, DMMGR (with GMs)
3	To develop a calendar of retention activity for members.	April - May 2017	Calendar developed.	CMgr, DMMGR (with GMs)
4	To implement agreed calendar of retention activity.	June 2016 - March 2017	Calendar implemented.	CMgr (with GMs)

Abbreviations:

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager

HEALTH AND SAFETY

HS1	To ensure 100% compliance with Fusion H&S policies and procedures			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To undertake an internal audit at each site of compliance with all elements of Fusion's health and safety policies and procedures and to establish a relevant remedial action plan.	Monthly	Audit undertaken and action plan established.	CMgr, DBM (with GMs)
	Audit to specifically incorporate review of compliance with procedures regarding risk assessment review, control of subcontractors, control of access to storage areas.			
2	To implement the action plan re H&S compliance.	Ongoing	Action plan implemented.	DFMgr, (with GMs)
3	To maintain a health and safety notice board at all leisure facilities	Ongoing	Notice boards up to date.	CMgr (with GMs)
4	To undertake reviews of accident and incident trends and to draw up any relevant remedial action plan within the Service Development Improvement Plan.	monthly	Reviews undertaken and action plan established.	CMgr (with GMs)
5	To implement any remedial action plan in respect of accident and incident trends.	As required	Action plan implemented.	CMgr (with GMs)
6	To facilitate a formal audit by Fusion H&S Manager or Facilities Maintenance Manager.	each site twice yearly	Audit undertaken	CMgr (with GMs)
7	Update each SDIP and implement relevant action plan in response to formal H&S audit.	6 monthly	Action plan implemented.	CMgr (with GMs)
8	To facilitate formal external (ISO18001 & ISO90001) audit of health and safety management policies and procedures.	April 2017 - March 2018	BSI audit undertaken and accreditation awarded	CMgr (with GMs)

Abbreviations:

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager
- DFMgr Divisional Facilities Manager

FACILITY MANAGEMENT

FM1 To achieve average Fusion 360 inspection scores of at least 95% across all facilities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 99% compliance with Fusion 360 inspection regime, with two checks carried out daily and reported electronically that automatically uploads cleaning and maintenance jobs automatically to our rectification process	Ongoing.	99% of scheduled Fusion 360 inspections undertaken.	GMs
2	To review the nature of Fusion 360 failures quarterly/annually and develop relevant remedial action plans.	April; July; Oct & Jan 2017 - 2018	Review undertaken and action plan created.	CMgr (with GMs)
3	To implement relevant remedial action plans re Fusion 360 failures.	April; July; Oct & Jan 2017 - 18	Action plan implemented.	CMgr (with GMs)
3	Report Monthly Fusion 360 Scores	Monthly	Monthly Reporting - Action plan if below 95%	CMgr (with GMs)
4	Ensure that Technicians are scheduled to visit Centres rather than lone reactive working and ensure that each Centre is visited at least every 3 working days	April 2017 - March 2018	GM feedback to DFM weekly	DFM (with GMs)

FM2 To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a minimum 5% reduction in carbon emissions year-on-year				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To implement and maintain all ISO14001 environmental management systems and procedures in Oxford.	Ongoing	Systems and procedures implemented.	CMgr (with GMs)
2	To review and maintain a formal energy action plan in respect of each of the leisure facilities.	May 2017	Plan reviewed.	CMgr (with GMs)
	To specifically engage with and assist in the delivering the Council's "Carbon Reduction at the Heart of Everything we do" carbon management programme and to incorporate renewal of DECs, utilities monitoring, (including acting on findings from OCC energy teams "Energy excess" consumption reports, submitting monthly reads) green travel plans for customers and staff, supplier and contractor management, carbon champion network, education of customers and staff etc. Also, to incorporate the aim to quantify the monetary value of any savings generated as a result of the action plan.			CMgr (with GMs)
3	To implement formal energy and water reduction action plans.	Ongoing	Plan implemented.	CMgr (with GMs)
4	To maintain ISO14001 accreditation in Oxford.	April 2017 and ongoing	Accreditation maintained	CMgr (with GMs)
5	Promote Cycle to Work Scheme	ongoing - inductions	to have 10+ on scheme	CMgr (with GMs)
8	To incorporate appropriate works into a programme of lifecycle works.	Apr-17	Relevant works incorporated into programme.	CMgr
9	To ensure all environmental management notice boards are maintained displaying relevant information.	Ongoing	Notice boards in place and displaying relevant information.	CMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			CMgr (with GMs)
10	To ensure green travel plans are revised and in place at each site and communicated effectively to customers & staff	April - June 2017	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)
11	Further develop use, wherever possible,	April - June 2017	Green travel plans revised in place and communicated.	DBM, DFMgr (with GMs)
12	Ensure that, wherever possible, use is made of the funding available under the Salix funding scheme to procure appropriate energy-saving initiatives within	Ongoing	Further embedding of energy and carbon reduction into core operations and responsibilities; strong top-down commitment to energy management; Active energy management - monitoring and targeting; liaison meetings with Council environmental colleagues.	CMgr, EM, DFM (with GMs)

FM3 To achieve a 50/50 split (50% recycling 50% landfill) of all refuse collection from our centres				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To continue to implement all ISO14001 environmental management systems and procedures in Oxford initiating any suggested improvements following reassessments	On-going	Systems and procedures implemented	CMgr (with GMs)
2	To ensure all environmental management notice boards in place and displaying relevant information.	On-going	Notice boards in place and displaying relevant information.	CMgr (with GMs)
	Information to include energy management certificates, trends in utility consumption and details regarding carbon reduction / recycling initiatives.			CMgr (with GMs)
3	To create a specific action plan to reduce general refuse and increase recycled waste	April - June 2017	Action plan created.	CMgr (with GMs)
4	To complete Baseline assessment for each site	April - June 2017	baseline assessment completed	GM's
5	To assess current number of General Waste Bin collection & Recycle bins/Collections per week to attain a 50/50 split	Apr-17	Quantitative method to measure	CMgr (with GMs)
6	To review action plan to reduce general refuse and increase recycled waste	July 2017 - March 2018	Action plan implemented.	CMgr (with GMs)

FM4 To ensure that high standards of cleaning are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish programme of high level and deep cleans across all of the facilities. Two deep cleans per annum	April 2017	Programme established.	CMgr (with GMs)
2	To implement high level and deep clean schedule.	April 2017 - March 2018	Programme implemented.	CMgr (with GMs)
3	To review effectiveness of cleaning schedules and revise as necessary (in light of customer feedback and F360 inspection scores).	Monthly	Cleaning schedules reviewed and revised.	CMgr (with GMs)
4	To implement revised cleaning schedules.	As required	Cleaning schedules implemented.	CMgr (with GMs)
6	To monitor customer scores through Please Tell Us What You Think - Aim 90% good/satisfactory/excellent Scores	Monthly scores	PTUWYT - Cleanliness	GMs

FM5 To ensure that high standards of repair and maintenance are achieved at all times				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review performance of Facility Management subcontractors in Q4 2017/18 and draw up relevant remedial action plan.	April 2017	Performance reviewed and action plan drawn up.	CMgr
2	To implement remedial action plan for FM performance.	April - June 2017	Action plan implemented.	CMgr
3	To maintain consistent system to reporting and communicating equipment failures to customers (cf. "Out of Order" signage). Out of order equipment and fixtures and fittings to be uploaded automatically through Fusion 360 to our Reactive maintenance portal. Ensure all Out of Order equipment is communicated with a date of reporting, anticipated date of rectification and information of fault.	on-going	System established and implemented and maintained.	CMgr (with GMs)
5	To approve programme of lifecycle maintenance works for 2017/18. To ensure that Barton purchases a Life Fitness Comprehensive Service Plan	April - May 2017	Lifecycle maintenance programme established.	CMgr
9	To implement equipment replacement programme for 2017/18. (CAPEX)	April 2017 - July 2017	Programme implemented.	CMgr (with GMs)
7	To review full equipment inventory for all leisure facilities.	Oct - Dec 2017	Equipment inventory reviewed	CMgr (with GMs)

FM6 To maintain Quest accreditation at a minimum Excellent at Ferry L.C Good at Leys Pool & L.C, Hinksey Outdoor Pool, Oxford Ice Rink and Barton L. C.				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To maintain relevant continued service improvement plan.	ongoing	Plan drawn up and maintained.	CMgr (with GMs)

2	To implement updated service improvement plan.	April 2016 onwards	Actions implemented and updated	CMgr (with GMs)
3	To implement updated service improvement plan.	April 2016 and ongoing	Action plan implemented.	CMgr (with GMs)
4	To undertake formal directional reviews for all centres	As required	Health check undertaken and Quest maintained.	CMgr (with GMs)

Abbreviations

CMgr Contract Manager
 GM General Manager
 ME Marketing Executive
 DFM Divisional Facilities Manager
 EM Environmental Manager
 DSCDMgr Divisional Sports and Community Development Manager

STAFFING

S1 To ensure that the Right People are in the Right Place at the Right Time				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review of Fusion's staffing structures is undertaken to ensure sites continue to have 'Right People, Right Place at the Right Time.	April - October 2017	Staffing structures in place	CMgr (with GMs)
2	To ensure the completion of formal annual appraisals for all staff within Oxford.	April 2017 - March 2018	Appraisals completed.	CMgr (with GMs)
3	To draw up a specific training and development plan for Oxford staff (in conjunction with Fusion's central HR team). Plans to include staff succession planning	June - July 2017	Training and development plan drawn up.	CMgr (with GMs)
4	To ensure full staff compliance for compulsory mandatory training	April 2017 - March 2018	Compliance training 100%	CMgr (with GMs)
5	To implement agreed training and development plans.	July 2017 - March 2018	Training and development plan implemented.	CMgr (with GMs)
6	To ensure compliance with Fusion's new automated clocking in/out 'time and attendance' system	April 2017 and ongoing	System effectively introduced	CMgr (with GMs)

S2 To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure 100% compliance with all Fusion policies and procedures, specifically in respect of recruitment, initial induction and internal communication.	April 2017 and ongoing.	100% compliance achieved.	CMgr (with GMs)
2	Develop and implement action plan to maximise participation in Fusion Colleague Engagement Survey 2017 and increase trust index score by minimum 5 points	April 2017 - May 2018	Minimum of 70% participation achieved.	CMgr (with GMs)
4	To reaffirm and clarify calendar of operational HR meetings across the Oxford contract and to implement	April 2017	Calendar of meetings confirmed and implemented	CMgr (with GMs)
5	Set up Divisional Quarterly awards to take place in April, July, October & December	April 2017 - March 2018	Calendar of Awards	CMgr (with GMs)

S3 To ensure that the Fusion workforce in Oxford is as representative as possible of the local community				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
3	To create a programme of promotion to establish Fusion as an employer of choice in Oxford.	September 2017	Programme created.	CMgr (with GMs)
	Plan to include attendance at job fairs and school carers events			CMgr (with GMs)
4	To implement the programme of promotion of Fusion as an employer of choice.	April - December 2017	Programme implemented.	CMgr (with GMs)
5	Work with new recruitment software Springboard for external and internal recruitment	April 2017 and ongoing.	Information collected and analysed.	CMgr (with GMs)
6	To deliver induction training for staff in respect of equality and diversity.	April 2017 and ongoing	Training delivered.	CMgr (with GMs)
7	Commit to hosting at least 2 work experience placements/work apprentices.	April 2017 - March 2018	Placements/Apprentices hosted	CMgr (with GMs)

CMgr Contract Manager
 GM General Manager
 ME Marketing Executive
 DSCDMgr Divisional Sports and Community Development Manager
 RGN HR Regional Human Resource Manager

MARKETING

M1 To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
2	To implement the agreed approach to PR communications in respect of the leisure contract and partnership overall	April 2017- March 2018	PR approach implemented.	ME (with CMgr)
3	To review and update the KPIs relating to the general awareness of the Oxford leisure facilities; increasing web hits by 5% on 2016/17 and achieve 6 press releases.	April 2017	Measurable KPIs reviewed.	ME (with CMgr)
4	To establish an indicative programme of general PR communications across the Oxford contract, with a specific aim of increasing awareness of the facilities. With focus and key target areas: 1) participation 2) things to do 3)schools 4) health & fitness	April 2017	Programme established.	ME (with CMgr ,DSCM, GMS & CRM's)
5	To implement the programme of general PR communications.	April 2017 - March 2018	Programme implemented.	ME (with CMgr ,DSCM, GMS & CRM's)
6	To implement a marketing plan to support the agreed approach to Healthy Choices promotions and Healthy Vend machines across the Contract	April 2017 - March 2018	Programme implemented.	ME (with CMgr ,DSCM, GMS & CRM's)
7	To implement a programme of marketing to increase the visibility of leisure services to groups such as older people who may be less likely to engage with social media and on-line marketing channels	April 2017	Programme implemented.	ME (with CMgr, DSCM, GMS & CRM's)
8	To implement an agreed programme of joint working with OCC Communications and Branding team	June 2017- March 2018	Programme implemented.	ME (with CMgr)

M2 To deliver a 5% increase in total membership				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Develop membership marketing plans for each centre.	April 2017	Plan created.	ME (with GMS, CRM's)
2	To implement the agreed centre marketing plans.	April 2017 - March 2018	Plan implemented.	ME (with GM's , CRM's)
3	To create a specific action plan to increase deprived usage.	Apr-17	Plan created.	ME (with GM's , CRM's)
	Plan to targeted work in respect of deprived wards, 60+ age group and disabled people, work with relevant partners/stakeholders and review of core literature;			
4	Develop a communication plan to increase the bonus choice membership by 100%	Apr-17	Plan implemented.	ME (with CMgr)

M3 To establish and maintain the highest standards of facility presentation				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Audit the Customer Journey presentation against the Fusion Integrated Management System guidance and develop any appropriate action plan for improvement	April 2017	Audit undertaken and plan developed.	ME (with CMgr & GMS)
2	Implement the customer Journey action plan	April 2017 - March 2018	Action plan implemented.	ME (with CMgr & GMS)

M4 To establish and maintain the highest standards of web and social media promotion				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Ensure the website for the Oxford leisure facilities remains current and up-to date, website to be fully updated	April 2017- March 2018	Website redesigned and live	ME (with HoM)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter, Instagram and YouTube - each centre has a social media champion who is trained by the groups wider marketing team	April 2017- March 2018	Action plan implemented.	ME (with CMgr ,DSCM, GMS & CRM's)

M5 To develop connections and outreach with local school, youth clubs and Under18's				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Work with Sports and Community Development to develop plan to improve relationships with schools and youth clubs to promote health and fitness - Work with 5 identified schools	April 2017- March 2018	Plan completed and implemented	ME (with CMgr ,DSCM, GMS & CRM's)
2	To create and implement an action plan in respect of utilising social media to reach members and general public. Including Facebook, Twitter and YouTube	April 2017- March 2018	Action plan implemented.	ME (with CMgr ,DSCM, GMS & CRM's)
3	To create and implement an action plan in respect of promoting Rewards Cards to over 8s	April 2017- March 2018	Action plan implemented.	ME (with CMgr ,DSCM, GMS & CRM's)

M6 To launch new collateral designs and reduce print wastage				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Design and launch new collateral designs for core literature and sales materials	April 2017	New materials launched and on site	ME (with HoM)
2	Reduce amount of print wastage by replacing print materials with on-line, electronic, social media, apps etc. wherever possible.	April 2017 - March 2018	Waste reduced.	ME (with HoM)

M7 To increase Reward Card usage and registration				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To create and implement an action plan in respect of promoting Rewards Cards to all users over the age of 8	April 2017 - March 2018	Waste reduced.	ME (with CMgr ,DSCM, GMS & CRM's)

Abbreviations:

- CMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDM Divisional Sports and Community Development Manager
- HoM Head of Marketing

SPORTS AND COMMUNITY DEVELOPMENT

SCD 1 To maintain positive and proactive partnerships with key local stakeholders and welcome new stakeholder opportunities				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and update the list of key local stakeholder organisations and contacts within Oxford.	April 2017	List specified.	DSCDMgr
2	To establish a calendar of consultation/liaison with all specified stakeholders.	April - May 2017	Calendar established.	DSCDMgr
3	To agree a calendar of meeting dates with key representatives of OCC Sports Development team to initiate joint working .	April 2017	Dates arranged	DSCDMgr
4	To agree joint sport and community development objectives and action plan with OCC Sports Development team for 2017/18.	April - May 2017	Objectives/action plan agreed.	DSCDMgr
5	To implement joint Sport and Community Development action plans	June 2017 - March 2018	Plan delivered	DSCDMgr
6	To review work plan for the delivery of the Sport England funded 'Active Women' project and agree changes.	April 2017	Plan agreed	DSCDMgr
7	Evaluate 'Active Women' sessions and look to increase sustainability with joint partner sessions	Quarterly	Evaluation complete	DSCDMgr

SCD 2 To develop and maintain positive and proactive relationships with local sports clubs				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review and maintain an up to date register of all sports clubs, and community groups and relevant organisations currently using the leisure facilities.	Ongoing	Register up-to-date	DSCDMgr (with GMs)
2	To establish a calendar of regular consultation/liaison with all registered clubs.	April 17	Calendar established.	DSCDMgr (with GMs)
3	To establish a programme of ongoing support for registered clubs, based on the outputs of consultation/liaison.	Ongoing	Programme established.	DSCDMgr (with GMs)
4	To maintain a continuous improvement plan in relation to sports club development.	Ongoing	Programme implemented.	DSCDMgr (with GMs)
5	To maintain links with other key sports clubs within Oxford and to establish a list for consultation/liaison.	July 2017	Links maintained/created	DSCDMgr
6	To establish a process of consultation/liaison with other key sports clubs.	July - September 2017	Programme established.	DSCDMgr
7	To implement process of consultation/liaison with other key sports clubs.	October 2017 - March 2018	Programme implemented.	DSCDMgr
7	To work in partnership with City of Oxford Swimming Club and develop opportunities to work together to develop swimming pathways	Ongoing	plan established	DSCDMgr
8	To work in partnership with Oxford United and local football clubs to maximise the use of the Pavilion and new 3G football facilities	April 17 to June 17	Links maintained/created and programme implemented	DSCDMgr

SCD 3 To ensure that all facility programmes are exciting, innovative and attractive to users and potential users				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	Review and revise the Swimming Pool Programmes	April 17	Strategy and Plan Produced	DSCDMgr
2	Implement the Pool Programme	April 17 onwards	Plan implemented.	DSCDMgr (with GMs)
3	To review centre programmes at all facilities 3 time a year and identify opportunities for any further sessions in each case	April 17	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		August 17	Reviews undertaken and revised programmes implemented	DSCDMgr (with GMs & ME)
		December 17	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 2017	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 2017	Opening hours agreed	DBM (with GMs)
6	To implement agreed proposals for change to opening hours.	May 2017	Agreed proposals implemented.	DSCDMgr (with GMs)

SCD 4 To proactively explore opportunities for external funding				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To update and maintain the database of potential external funding sources, at national, regional and local levels.	June 2017	Database updated.	DSCDMgr
2	To identify specific opportunities and to develop relevant action plans.	May - July 2017	Opportunities identified and action plans developed.	DSCDMgr
3	To implement relevant action plans.	July 2017 - March 2018	Action plans implemented.	DSCDMgr
4	To communicate to GMs the funding opportunities and the utilisation of any funding obtained.	September 2017	Communications delivered.	DSCDMgr

SCD 5 To positively promote the benefits of healthy living and active lifestyles				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To ensure that all facilities provide an up-to-date "Sports and Community Development" notice board.	Ongoing	Notice board provided.	DSCDMgr
2	To review stakeholder partners for potential new partnerships who can support the promotion of healthy living.	April - June 2017	Partners identified.	DSCDMgr (with GMs)
3	Create and deliver a programme for National Obesity week	Jan-17	Plan created	DSCDMgr
4	To ensure we are a partner in the Older peoples week	Oct-17	Plan created	DSCDMgr
5	To support GO Active Get Healthy project, work together on programmes to get people active	Ongoing	Plan created	DSCDMgr
6	Create and deliver a programme of activities utilising funding opportunities available	Sept 2017	Programme created	DSCDMgr
7	Working with key partners review/develop a plan to improve participation for social care users in leisure facilities	April 2017	Plan Created	DSCDMgr
8	Monitor & evaluate and review the GP Exercise Referral Programme, recommending changes to partners at County referral meetings	Ongoing	Evaluations and reviews undertaken with meetings attended	DSCDMgr
9	To attend health sub group meetings where beneficial	Ongoing	Attend Meetings	DSCDMgr
10	To actively develop links with GP surgeries to increase Exercise on Referral numbers	Ongoing	Plan created	DSCDMgr
		April 2017 -March 2018	Visits made and sign-ups increased	DSCDMgr
11	To continue to support Cardiac phase 3 rehab and Pulmonary rehab at Leys Pools	Ongoing	Work in partnership	DSCDMgr & GM's
12	To support Healthy Vending roll-out across the Oxford Contract in partnership with the Public Health Team	Ongoing	Work in partnership	DSCDMgr & GM's
13	Develop new initiatives with key partners (i.e. Public Health, Clinical Practitioners and the Barton Healthy New Town group).	April 2017 -March 2018	Work in partnership	DSCDMgr & GM's
14	Further demonstrate impact, outcome and social value of delivery	April 2017 -March 2018	A minimum of one case study produced and communicated each month	DSCDMgr & GM's

SCD 6 Develop & maintain relationships with schools and educational groups				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To establish a calendar of regular consultation/liaison with all registered schools and education groups.	April 17	Calendar established.	DSCDMgr (with GMs)
2	To develop and target at least 4 activities within schools. Supporting the City Top Sports	Apr-17	Activity Programme established.	DSCDMgr (with GMs)
3	To deliver at least 6 events at educational establishments; Schools, colleges, universities, language schools, etc.	April 17 - March 18	Events delivered	DSCDMgr (with GMs)
4	To maintain a continuous improvement plan in relation to schools and colleges development.	Ongoing	Programme implemented.	DSCDMgr (with GMs)
5	Attend the 'Schools Liaison Group' meetings	On-going	Meeting attended	DSCDMgr
6	Be an active stakeholder in the planning and delivery of the Oxford Youth Games and the Oxford disabled Games.	April 17 - March 18	Games planned and delivered with Fusion contribution	DSCDMgr
7	To lead and offer Schools Swimming Service	April 17 - March 18	Liaison established and maintained	DSCDMgr
8	Establish a program of 'Work Experience' aimed at 16 - 21 year old pupils from schools and colleges	Ongoing	Programme implemented	DSCDMgr
9	To offer local schools the opportunities to get them down to the ice rink and experience the rink	October 17 - February 18	At least 500 pupils attending Free Day	DSCDMgr
10	To develop a school event calendar to celebrate sporting events for the centres	April 2017 - June 17		DSCDMgr

FACILITY DEVELOPMENTS

FD1	To develop a programme of facility development proposals in the leisure facilities, and where these are agreed deliver such developments			
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To develop business cases for potential facility developments to be incorporated into 2017/18 business planning / annual service planning processes.	April - June 2017	Business cases developed.	CMgr
2	To continue to explore opportunities for crèche facilities at Ferry Leisure Centre	April - June 2018	Feasibility study produced and presented	CMgr
3	To work as Oxford City Councils Preferred supplier of Leisure Provision	April 2017- March 2018	Partnership & Contractual opportunities	CMgr

Abbreviations:

CMgr Contract Manager
 GM General Manager
 ME Marketing Executive
 DSCDMgr Divisional Sports and Community Development Manager

PARTNERSHIP DEVELOPMENT

PD1 To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To fully agree the dates, agendas and required attendees for all client-contractor meetings in 2017/18	April 2017	All details agreed.	CMgr
2	To ensure 100% compliance with agreed client-contractor meeting arrangements	April 2017 and ongoing	100% compliance.	CMgr
3	To ensure 100% compliance with Fusion policies and procedures in respect of client liaison, including client forums	April 2017 and ongoing	100% compliance.	
4	To fully agree the format, content and timing of all reporting arrangements for 2017/18	April 2017	All details agreed.	CMgr
5	To ensure 100% compliance with agreed reporting arrangements.	April 2017 and ongoing	100% compliance.	CMgr
6	To contribute positively and proactively to the Partnership Board meeting.	April 2017 and onwards	Partnership Board meeting held with demonstrable contribution.	CMgr
7	To submit and present the draft Annual Service Plan to the Leisure Partnership Board.	December 2017	Draft Annual Service Plan submitted.	CMgr
8	To agree a final Annual Service Plan for 2017/18 and prepare for implementation.	January - March 2017	Final Annual Service Plan agreed by the Leisure Partnership Board and implementation preparation underway.	CMgr

PD2 To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To liaise with the Council to agree a specific list of potential opportunities	April 2017 onwards	List identified and course of action agreed.	CMgr
2	To implement any agreed course of action in respect of additional opportunities.	April -2017 onwards	Course of action implemented.	CMgr
3	To continually propose added value and increased facility provision if necessary	2017/18	Business case developed/amended.	CMgr

PD3 To optimise the development of the partnership between Fusion and Oxford City Council				
Action Ref.	Action	Timescale	Target / KPI	Lead Manager
1	To review formal processes for the development of relationships/communications/liaison between representatives of Fusion and the Council	April - June 2017	Processes reviewed.	CMgr
	To review monthly report template			

Abbreviations:

- DBMgr Contract Manager
- GM General Manager
- ME Marketing Executive
- DSCDMgr Divisional Sports and Community Development Manager

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

Damage to buildings or equipment through fire, flood or similar	income, interruption of business, contractual default, client and customer dissatisfaction	4	2	8	All data backed up daily	3	2	6
					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			

Fraud or financial error	Financial loss, reputational damage, regulatory action, client dissatisfaction	3	2	6	Financial control procedures established and audited regularly Scheme of delegation established with separation of duties, authorisation limits and regular board reporting Insurable risks covered where possible	3	2	6
Lack of direction, strategy and forward planning	Financial loss, reputational damage, client and customer dissatisfaction	3	2	6	5-year strategic plan in place with 5-year objectives and targets reviewed and set on an annual basis Annual business plan in place setting out key aims, objectives and policies with defined financial plans and budgets Annual service plans established on a divisional basis, setting our objectives, targets and planned actions Comprehensive monitoring of financial and operational performance Clear client liaison policies and procedures in place to ensure that forward strategy continues to be shaped by the objectives and requirements of client partners	3	2	6
Loss of key staff	Negative impact on operational and financial performance, loss of divisional and corporate knowledge, damage to relationships with client partners	2	4	8	Established and properly resourced Executive Management Team, Senior Management Team and Divisional teams. Clear policies and procedures in respect of internal communication, knowledge management and quality management systems Proactive recruitment policies in order to identify and appoint relevant staff Comprehensive training, appraisal and personal development policies and procedures to ensure appropriate progression of staff. Comprehensive succession planning across the business Establishment of appropriate notice periods to ensure that sufficient time is available for recruitment and replacement	2	3	6
Employment disputes	Staff dissatisfaction, loss of income, disruption of business, client and customer dissatisfaction, reputational damage	3	2	6	Appropriately resourced central HR team, supported by relevant specialist advisors Comprehensive recruitment and staff management procedures Comprehensive training programmes for all line managers, with published training and development plan Staff Partnership and Consultative committee established together with regular dialogue with staff representatives Formal recognition of key unions and regular dialogue with relevant representatives	3	2	6
Poor relationship with Oxford City Council	Client dissatisfaction, contractual dispute, negative impact on staff and customer service	3	3	9	Clear and comprehensive client liaison procedures including establishment of agreed meeting and reporting schedules Establishment of Partnership Board to provide guidance and support in relationship Establishment of an agreed Annual Service Plan, with shared objectives, agreed actions and timescales Regular performance monitoring, including service standards and compliance with the annual service plan. Multi-faceted relationship between Fusion and Oxford City Council	3	2	9
Delays in delivery of major facility redevelopments	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity	3	3	9	Professional project team and Project Manager employed to oversee delivery of works Establishment of Project Board to meet regularly to assess progress against agreed timescales and to address issues arising Development of risk logs in respect of each proposed development in order to pre-empt and mitigate potential risks Comprehensive programme of consultation with customers and key stakeholders	3	3	9
Deterioration of facilities	Client and customer dissatisfaction, loss of income, financial penalties, reputational damage, loss of future opportunity, unplanned facility closure	3	2	6	Appropriately resourced central FM team, supported by relevant specialist advisors Relevant and dedicated divisional resource Employment of specialist FM contractor to provide support in delivery of PPM and reactive maintenance Establishment of an agreed programme of backlog and lifecycle (substantive) works Regular monitoring and inspection of facility condition and maintenance processes	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;

LINKS WITH OBJECTIVES

STRATEGIC OBJECTIVES		RELEVANT SERVICE PLAN AIMS
Partnership Board Objectives		
PB1	continued engagement with reducing CO2 Emissions - delivery of 5 year-on-year reduction in carbon emissions	FM2, FM5
PB2	continued engagement with and participation by the Council's target groups, as follows: increases in participation by users resident in the most deprived wards in Oxford, BME groups, disabilities, junior free swim scheme, under 16s participation; women participation. We aim to exceed and increase participation by at least 5% across all groups and total participation but with targets being as high as 15% in certain target groups such as older people	F2, P1, P2, P3, P4, P5, P6, P7, P8, P9, M1, M2, M4, SCD 1, SCD 2, SCD 3, SCD 6
PB3	maintain a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	FD 1, M1, M3, M5
PB4	improving access to the facilities (e.g. car parking)	M1
PB5	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,
PB6	to improve the health and well-being of local communities by engaging people in physical activity and healthy eating choices (e.g. healthy vending machines)	P1-9, M1, M3, M5, FD 4, PD 2, PD 3, PD 4, PD 5
PB7	to improve the offering of the 11-15 year old programming including term time and school holiday's	M1, M5, M7, P1, P3
Oxford City Council Corporate Objectives		
OCC1	Vibrant Sustainable Economy	F1, F2, F3, P1, P2, P3, P4, P5, P6, P7, P8, P9, CR 1, CR 3, FM 6, M2, M3, M5, SCD 1, SCD 3, SCD4, SCD 6, FD 1,
OCC2	Meeting Housing Need	
OCC3	Strong Active Communities	P1, P2, P3, P4, P5, P6, P7, P8, P9,
OCC4	A Clean and Green Oxford	FM 2, FM3
OCC5	Efficient Effective Council	F1, F2, F3 CR 1, CR 2, CR 3, FM6, S1, S2, M5, SCD1, SCD2, SCD5, PD1, PD3,
Fusion Corporate Objectives		
Fus 1	to deliver a 8% year-on-year increase in turnover	P1-9, F1, F2, S1, M1, M2, M3
Fus 2	to deliver a 10% increase in Margin	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 3	to deliver a 4% increase in like for like revenue	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 4	to ensure 98% "good"/"excellent" for overall customer satisfaction and 100% "good"/ "excellent" for staff	P1-9, CR1-5, FM1-6, S1-3, M1-7, SCD1-6, F1, F2,
Fus 5	to deliver Quest accreditation rating of "Excellent"	FM 6
Fus 6	To achieve turnover of 86 million pounds	

SERVICE PLAN AIMS		RELEVANT STRATEGIC OBJECTIVES
F1	Each Centre financial self sustainable	PB 1-4, OCC 1, OCC 3-5, Fus 1-5,
F2	To ensure that pricing structures and levels across the leisure facilities are appropriate	PB 1-7, Fus 1, OCC3, Fus3
P1	To deliver a 5% year-on-year increase in participation by users resident in the most deprived wards in the City	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P2	To deliver a 15% year-on-year increase in participation by users aged over 50	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P3	To deliver a 5% year-on-year increase in participation by users aged under 16	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P4	To deliver a 15% year-on-year increase in participation by users from BME groups	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P5	To deliver a 15% year-on-year increase in participation by disabled users	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P6	To deliver a 5% year-on-year increase in participation on the junior swimming	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P7	To deliver a 15% year-on-year increase in participation on the 60+ swimming scheme	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P8	To deliver a 5% year-on-year increase in participation in women and girls activities	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
P9	To deliver a 5% increase in overall participation	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 1	To maintain levels of satisfaction at 95% GSE	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 2	Customer Service KPI improvement year on year in each Centre	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 3	Response time for customer feedback - responded within 48 hours and closed within 7 days	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
CR 4	To ensure user representation on the Board and quarterly User group meetings take place and are well attended	PB2-4,6, OCC3, Fus4
CR 5	To deliver a reduction of at least 6% attrition levels for membership	PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
HS 1	To ensure 100% compliance with Fusion H&S policies and procedures	OCC5
FM 1	To achieve average Fusion 360 inspection scores of at least 95% across all facilities	OCC5
FM 2	To engage fully with the Council's priority "To tackle climate change and promote sustainable environmental resource management" and to contribute to the Council's delivery of a 5% reduction in carbon emissions year-on-year.	PB1, OCC4, OCC5
FM 3	To achieve a 50/50 split (50% landfill 50% recycling) of all refuse collection from our centres	PB 1, OCC 4
FM 4	To ensure that high standards of cleaning are achieved at all times	PB2, PB6, OCC3, OCC4
FM 5	To ensure that high standards of repair and maintenance are achieved at all times	PB 1, PB 2, PB5, OCC 2
FM 6	To maintain Quest accreditation at a minimum 'Excellent' at Ferry L. Good at Leys L.C, Hinksey Outdoor Pool, Ice Rink and Barton L. C.	PB 1, OCC 1,3,4, Fus5
S1	To ensure that the Right People are in the Right Place at the Right Time	Fus4, OCC5
S2	To demonstrate a year-on-year improvement in staff satisfaction across each equality strand and overall	Fus4, OCC5
S3	To ensure that the Fusion workforce in Oxford is as representative as possible of the local community	Fus4, OCC5
M1	To deliver a proactive and positive approach to PR, such that facility and service successes are communicated and celebrated	PB 3, PB 5
M2	To deliver a 5% increase in total membership	PB1, PB 2-4, OCC 1, OCC 3-5, Fus 1-5,
M3	To establish highest standards of facility presentation	PB1, PB 2-6, OCC 1, OCC 3-5, Fus 1-5,
M4	To establish and maintain the highest standards of web and social media promotion	PB 1-7,
M5	To develop connections and outreach with local schools	PB7
M6	To launch new collateral designs and reduce print wastage	Fus 2, Fus 6, OCC5, OCC4, PB3
M7	To increase Reward Card usage and registration	PB2, PB3, PB6, PB7, OCC3, Fus1,2,3
SCD 1	To develop positive and proactive partnerships with key local stakeholders	PB2, PB3, PB6, PB7, OCC3, Fus1,2,4
SCD 2	To develop positive and proactive relationships with local sports clubs	PB2, PB3, PB6, PB7, OCC3, Fus1,2,5
SCD 3	To ensure that all facility programmes are exciting, innovative and attractive to users and potential users	PB2, PB3, PB6, PB7, OCC3, Fus1,2,6
SCD 4	To proactively explore opportunities for external funding	PB2, PB3, PB4, PB6, PB7, OCC3, OCC4, OCC5, Fus1-3,5,6
SCD 5	To positively promote the benefits of healthy living and active lifestyles	PB2-4,6,7, OCC3, Fus1-6
SCD 6	Develop & maintain relationships with schools and educational groups	PB2-4,6,7, OCC3, Fus1-7
PD 1	To develop a programme of other facility development proposals in the leisure facilities	PB2-4,6,7, OCC3, Fus1-8
PD 1	To ensure 100% compliance with all agreed meeting, reporting and performance monitoring requirements	OCC5
PD 2	To explore opportunities for the Council and Fusion to extend their relationship in respect of other facilities in Oxford	PB5
PD 3	To optimise the development of the partnership between Fusion and Oxford City Council	PB5