Appendix Two SWOT matrix

STRENGTHS (+)	WEAKNESSES (-)
• Five industry accredited leisure facilities • Satisfaction levels at least in-line with the national average • Knowledgeable and friendly staff teams • Commitment to an Oxford Living Wage above industry average. • Good quality and mix of affordable and accessible facilities • Council funded free swimming offers continue to be provided • Strong contract governance in place • An experienced and knowledgeable internal Officer group • Positive client and contractor relationship • Fees and charges e based on charging a market rate for those who can afford it, whilst offering concessions to those on low incomes.	• Response time to repairs and maintenance • Cleanliness of facilities at peak programme times • Increased pattern of staff turnover across facilities • Customer perception of drop in quality • Ease of customers gaining information about and booking services • No investments planned for our leisure centres in 2018/19 • Ability to be flexible to respond to market changes for future delivery and trends • Synergy and funding ability through the wider health, social and wellbeing markets.
OPPORTUNITIES (+)	**THREATS (-)**
• Resilience and future sustainability could include stronger and remodelled delivery options • Intelligent commissioning, and increasing levels of participation using targeted approaches • Become better at utilising off peak times to deliver social benefits • For more collaborative approach with the development of hubs and facilities that deliver physical activity rather than traditional ‘sport’ and the ‘commercialisation’ of facilities which deliver on social agendas • Improving engagement with facility users and non-users. • Shift from traditional physical activities to more “modern” forms of exercise • Adopting a sustained approach that draws on the strengths of every local service and organisation to fundamentally change the way people engage in physical activity. • State of the market research indicates that providers would see an increase in income from fees and charges • Clinical practitioner commissioning funding is expected to grow further • Cross subsidy and joint ventures with organisations aspiring to shared priorities.	• National shortage of lifeguards, qualified swimming instructors and exercise instructors • The low cost (budget) market has continued to be the main driving force behind the private sector growth with many more planned • Expected increased financial challenges • People having less disposable income • Stakeholder dissatisfaction, leading to loss of income, reputation damage and loss of future opportunity • A state of the market indication that traditional swimming provision is ‘doomed’. Swimming nationally has dramatically decreased in popularity • Changing social trends and a broader range of leisure opportunities • Adventure sports has enjoyed a boost in popularity, with more people taking part in activities such as hill and mountain walking, rock climbing, abseiling, orienteering, or high ropes • Range of other employment opportunities in the city reduces ability of Fusion to attract staff. • Reduction in funding streams, including council budgets • Significantly above the industry average for car parking charges (Oxford Ice Rink and Ferry Leisure Centre).

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