

To: Value and Performance Scrutiny Committee

Date: 21 June 2011

Report of: Head of Leisure and Parks

Title of Report: A report on the delivery progress for the Council's leisure management contract with Fusion Lifestyle, April 2010 to March 2011.

Summary and Recommendations

Purpose of report: To provide a year two (April 2010 to March 2011), performance update for the Leisure Management Contract with Fusion Lifestyle.

Report Approved by:

Legal: Jeremy Thomas

Finance: Nigel Kennedy

Recommendation(s): To note the content of the 2011/ 2012 performance update for the Leisure Management Contract with Fusion-Lifestyle.

1 Introduction:

On the 30th of March 2009 the Council transferred the management of its seven leisure facilities to Fusion Lifestyle. This was for a ten year contract, with the option of a five year extension.

Fusion Lifestyle is a registered not for profit charitable organisation. As a registered charity, Fusion continually reinvests to improve the sport and leisure offer in the community.

The Leisure Management Contract (LMC) incorporates the service delivery of the Council's seven leisure facilities; Barton Leisure Centre, Blackbird Leys Leisure Centre, Blackbird Leys Swimming Pool, Ferry Leisure Centre, Hinksey Outdoor Pool, Oxford Ice Rink and Temple Cowley Pools.

This report sets out the delivery of service for the leisure facilities managed on behalf of the Council by Fusion Lifestyle, April 2010 to March 2011.

2 Governance:

The Council sets policy and has final approval for any significant changes involving the day to day management by Fusion Lifestyle. Council wide contract monitoring and strategic guidance takes place by a Leisure Delivery Board, meeting on a monthly basis.

Strategic overview takes place at a local quarterly Leisure Partnership Board (LPB), quarterly Council and Fusion Senior Management Meeting. Performance is reported bi-annually to the Value and Performance Scrutiny Committee.

Lead Council and Fusion Lifestyle Officers complete operational contract monitoring through Client Performance Monitoring meetings (monthly), Carbon meetings (monthly), Finance meetings (quarterly), Marketing & Communications meetings (quarterly), and Client Liaison meetings (fortnightly).

Auditing and inspection mechanisms consist of; planned and unplanned facility visits, Fusion Lifestyles Customer relations system *'Please Tell Us What You Think'* and real time on-line-access to Fusion Lifestyle performance monitoring systems.

3 Target Setting:

The over-riding objective of the LMC is to ensure that the leisure facilities deliver a service that provides *"World Class leisure opportunities to enhance the quality of life for everyone living, working or visiting Oxford"*.

The strategic objective setting process commences in the September of the preceding year, this process is guided by the LPB.

Targets are set through a process of reviewing performance from contract commencement to date; review of achievements in respect of Sport England National Benchmarking Service and QUEST (UK quality award for leisure facility management); 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.

4 Value For Money:

Pricing proposals are incorporated into the Fusion Lifestyle Annual Service Plan. The Council retains overall control over core programme pricing.

In 2010/ 2011 there was no change to the existing concessionary Bonus Slice membership scheme. This concessions scheme has 15 categories and includes the dependents, which ensure the facilities are inclusive.

Net Membership growth by scheme type for 2010/ 11 was:

- BONUS Slice (concessions), 133 members
- Aqua Slice, 5 members
- Active Slice, 69 members
- Student Slice, 114 members
- Hinksey Slice, 2 members
- Cool Slice, -3 members
- Fusion Lifestyle Choice, 16 members.

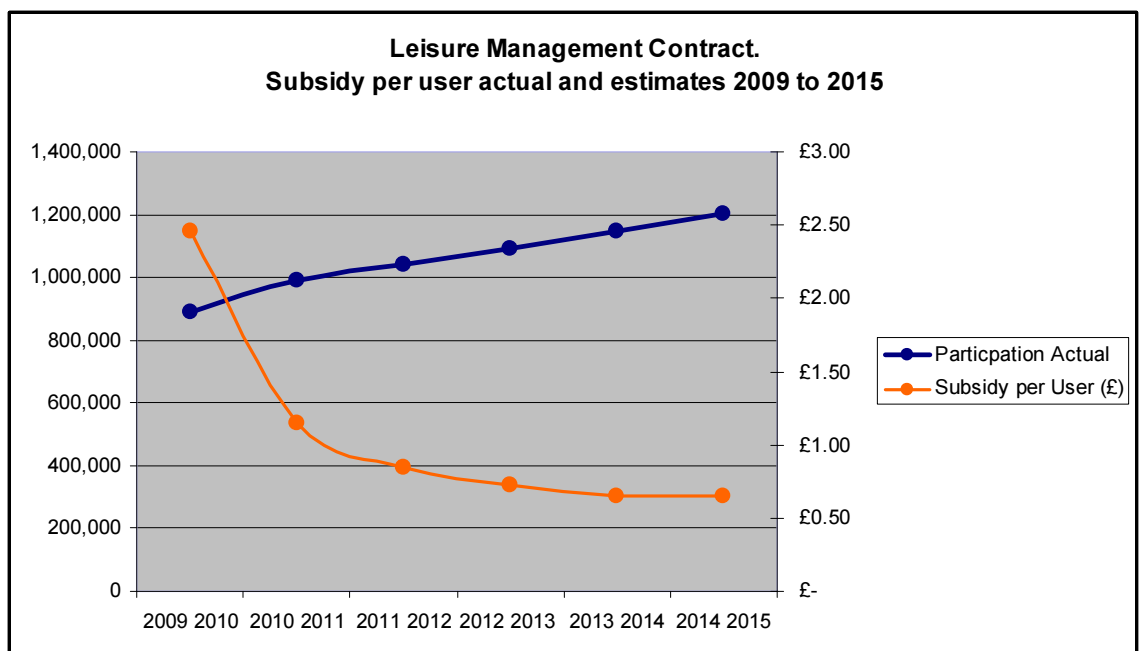
Appendix One summarises membership graphs

Pre 2010/ 11 subsidy per user was calculated using only the original management fee from the Best And Final Offer (BAFO).

The financial data used for the 2010/ 11 subsidy per user includes the contract management fee (including the RPIX increase), BAFO utilities costs and the subsidy paid for the provision of free swimming. Total subsidy per user in 2010/ 11 equates to £1.14.

Using the same data for the 2009/ 10, subsidy per user for year one of the contract equated to £2.45.

A 53% reduction in subsidy per user was achieved against the 2009/ 10 baseline.



5 Increased participation:

Total participation in 2010/11 was 991,212 visits. This equates to a 12% increase against the previous year's baseline and exceeds the 5% annual target.

By target group the number of visits for users increased (exceeding a 5% target), against the 2009/ 10 baseline:

- Those aged 50 years and over by 48%
- Those under 16 years by 63%
- Participation by disabled users by 107%
- People on low income by 65%
- Participation by users from BME groups, by 186%
- Users from areas of deprivation by 57%.

Following the Governments withdrawal of national funding for free swimming to those under the age of 17 years and over 60 years, the Council has continued to offer a reduced programme of free swimming for those under the age of 17.

Free swimming participation for those under 17 years in 2010/ 11 equates to 41,000 visits; for those aged 60 years and over 8,867 visits (for the period up to 31st August 2011).

Appendix Two summarises participation graphs.

6 Improvement in quality of service:

Total customer satisfaction across the facilities in 2010/11 was 96%; equal to a 1% increase against the previous year.¹

In 2010/11 customer satisfaction increased/ decreased for each facility by:

- Barton Leisure Centre, equal to the previous year
- Blackbird Leys Leisure Centre, 2% increase
- Blackbird Leys Pool, 1% decrease
- Ferry Leisure Centre, 4% increase
- Hinksey Outdoor Pool, 7% increase
- Oxford Ice Rink, equal to the previous year

¹ Percentage rated as excellent/ good/ satisfactory on Fusion Lifestyles "Please Tell Us What You Think" customer feedback system.

- Temple Cowley Pools, 2% increase

Appendix Three Summarises customer satisfaction graphs

In January 2011 Barton Leisure Centre was re-assessed for its QUEST accreditation (UK quality scheme for leisure and sport), and re-achieved a highly commended accreditation.

- 6.4 The leisure facility web pages have been significantly improved this year and facilities now have local ownership for updating web pages, enabling updates to be completed more efficiently. 72,305 home page views were completed during the year.
- 6.5 Blackbird Leys Leisure Centre, Ferry Leisure Centre, Hinksey Outdoor Pool and Oxford Ice Rink will be completing QUEST assessments in the 2011/12 operational year.
- 6.6 Within each facility a customer journey project has been initiated, including:
- New notice boards installed at Ferry, Barton & BLLC
 - Advertising frames erected with new posters
 - Hinksey Pool tourist signs implemented.
- 6.7 Significant promotion was completed in advance and during the re-launch of the developed and refurbished facilities at Barton Leisure Centre, Blackbird Leys Leisure Centre, Ferry Leisure Centre and Oxford Ice Rink. Actions included local radio and television reports, internal and external promotional literature, leaflet drops, promotional teams, bus shelter advertisement, an official opening event and an open weekend with special offers, free activities and demonstrations.
- 6.8 BBC Radio morning shows have been broadcasted live from Ferry Leisure Centre, Hinksey Outdoor Pool and Oxford Ice Rink.

7 Outreach work:

- 7.1 An Oxford Sport & Leisure FREE rewards programme card was introduced in 2010/11. The schemes simple aim is to give loyal customers rewards for using the wide choice of facilities and activities available at the Council leisure facilities; those registered for the scheme receive news of exclusive offers. Points are earned on all facility sport and leisure activities and can be redeemed against FREE activities. On the 31st March 2011 2,871 reward cards had been registered.
- 7.3 Sport and Community development initiatives during 2010/ 11 have included; appointment recruitment to a ladies Go-active to develop women's participation, over 50s 'Fit as a Fiddle' activities including

badminton and Zumba dance, Completion of a swimming teacher course (12 new teachers qualified), links established with Oxford & Cherwell Gymnastics club to provide a satellite club at Blackbird Leys Leisure Centre, Free Access for National Sports People scheme implemented across facilities, the National Teaching Plan for swimming was introduced across the City pools, a Free Swimming programme and free swimming lessons have been offered, holiday, exercise class and pool programmes reviews have been completed

7.4 Fusion have worked in partnership with the Council to support the Oxfordshire Primary Care Trust Health Weight Action Plan 2010/11. This is in the main through GP exercise referral scheme at Blackbird Leys Leisure Centre, Ferry Leisure Centre and Temple Cowley Pools and the delivery of a FREE weight loss swimming project at Blackbird Leys Pool.

8 Staff satisfaction:

The 2010 survey concluded that 71% of employees confirmed that they are satisfied with Fusion Lifestyle as their employer and intend to continue working for the company in the foreseeable future; 81% of employees have sufficient knowledge and training to do their job; 85.7% get on well with colleagues within the team; 84.9% of employees know what they are doing and what is expected of them.

The Fusion Lifestyle 2011 staff satisfaction survey is programmed for completion mid-June 2011.

9 Carbon management:

Indicative data² demonstrates that a 7% reduction in electricity and a 3.9% increase in gas consumption took place against the 2009/2010 baseline.

In CO₂ terms though this equates to a 3.1% reduction in CO₂ emissions.

In the context of expanded facilities at Ferry Leisure Centre and Barton Leisure Centre (and hence likely increased consumption), increased footfall and harsh winter conditions this is not unexpected performance and does not raise concern on overall performance.

Carbon trust Surveys were completed at Barton Leisure Centre and Hinksey Outdoor Pool to help identify further energy saving initiatives; however items were excluded rather than included

SALIX³ funded projects completed in 2010/11 have included lighting upgrades at Barton Leisure Centre, Blackbird Leys Leisure Centre and Ferry

² Provisional Energy consumption/CO₂ data for 2010/11 for Leisure buildings as data is pending further validation.

Leisure Centre (in final completion phase); contributing a total energy saving of 45 carbon tonnes per annum and an estimated financial saving of £8,373 per annum.

Other projects completed and that contributed to improved carbon efficiency include the refurbishment works at Oxford Ice Rink where a lighting upgrade was completed and the installations of a new energy efficient boiler and chiller plant unit. SALIX opportunities through leisure substantive works have been taken into consideration and implemented where relevant as SALIX projects.

Appendix Four shows the leisure facility carbon performance 2009/ 10 and 2010/11

10 Leisure Development and substantive works programme:

10.1 Fusion have worked with the Council on the development projects at Ferry Sports Centre, Barton Pool and Blackbird Leys Leisure Centre. Significant customer facing improvements have been created across these three facilities, additionally:

- Barton Pool has a new 45 station gym;
- Ferry Sports Centre has a new 100 station gym;
- Blackbird Leys Leisure Centre has a new spinning studio.

Works were completed under budget.

10.2 A second year of a substantive works programme has been completed with works prioritised by health and safety, equipment life cycle replacement, value for money and customer facing improvements.

11 Recommendation:

To note the content of the 2011/ 2012 performance update for the Leisure Management Contract with Fusion – Lifestyle.

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Background papers:

³ SALIX is interest free funding provided to accelerate investment in energy efficiency technologies across the UK public sector.

None

Appendices:

Appendix One – Summary membership graphs.

Appendix Two – Summary participation graphs.

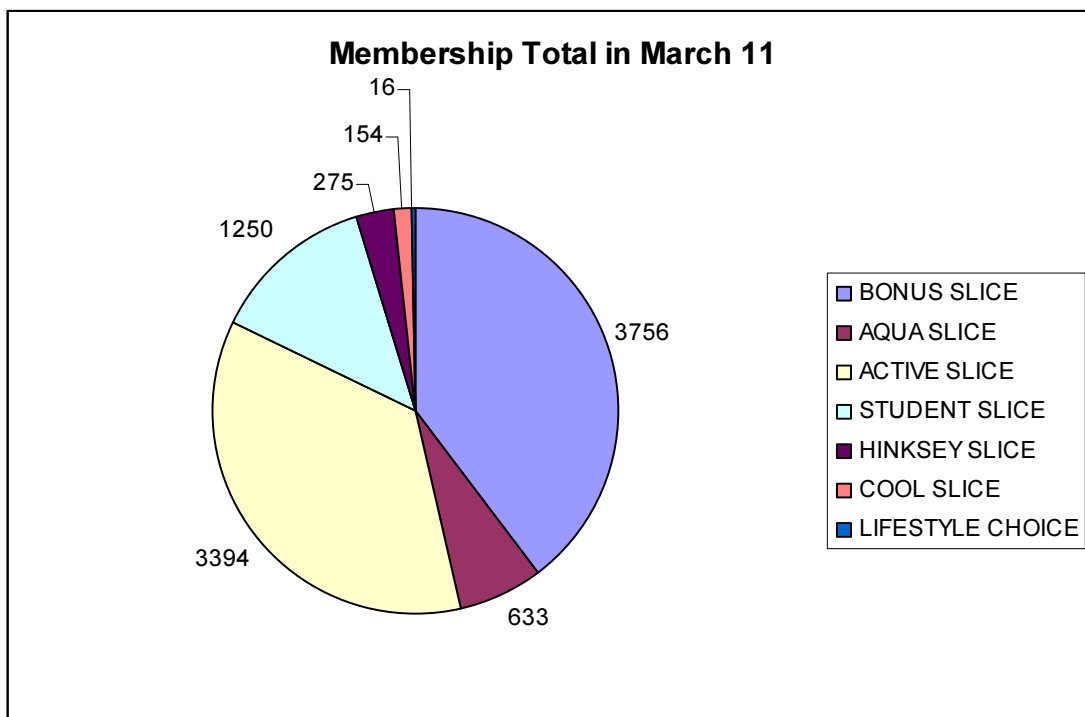
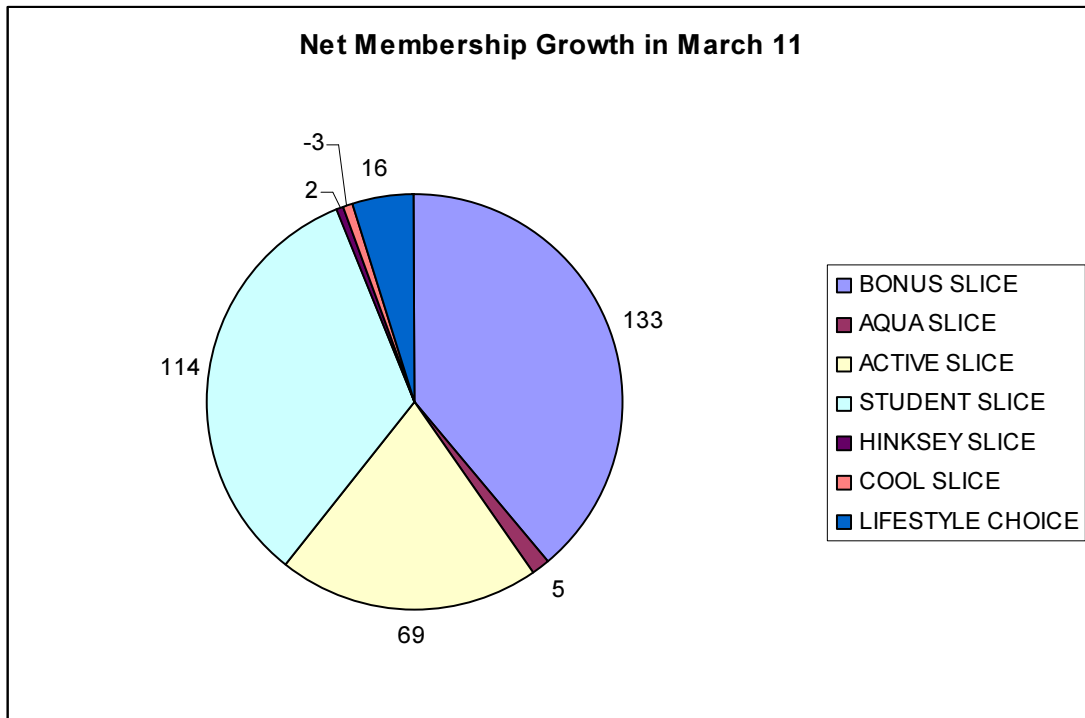
Appendix Three – Summary customer satisfaction graphs.

Appendix Four – Leisure facility carbon performance 2009/ 10 and 2010/ 11

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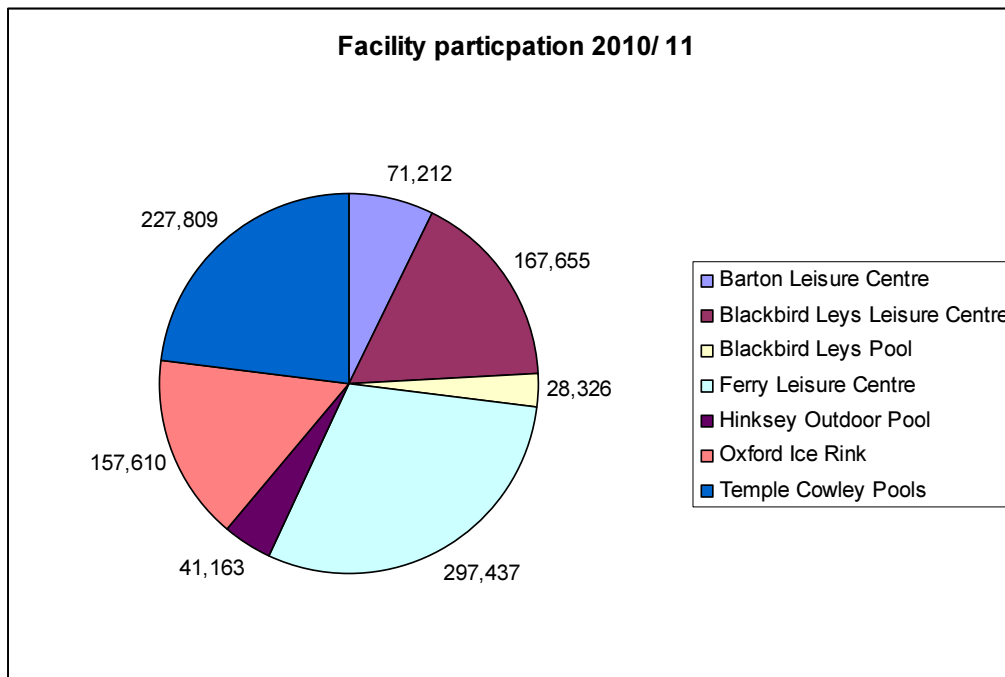
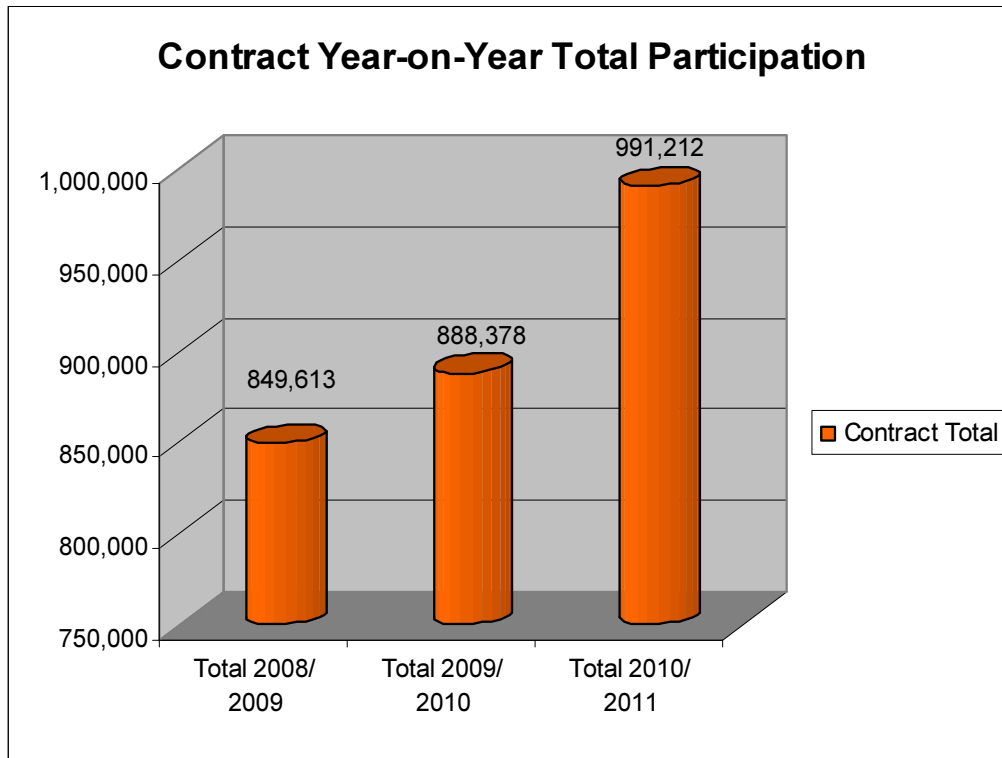
Appendix One.

Summary membership graphs 2010/ 11

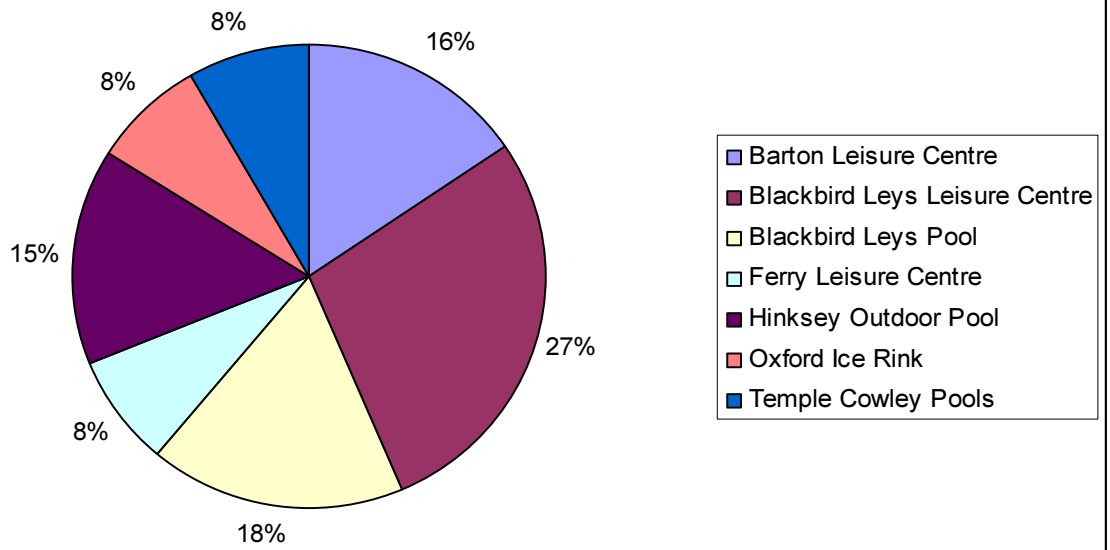


Appendix Two.

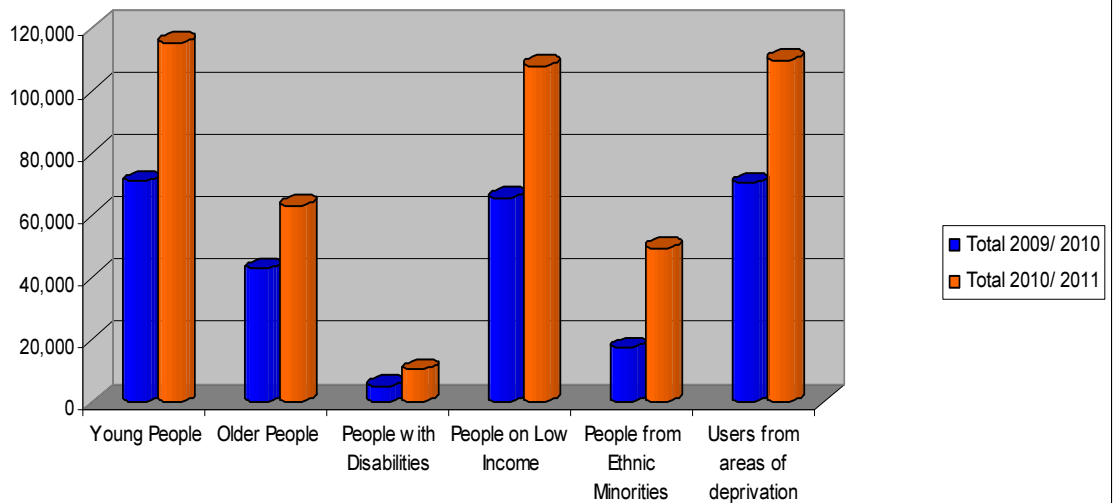
Summary participation graphs, 2010/ 11



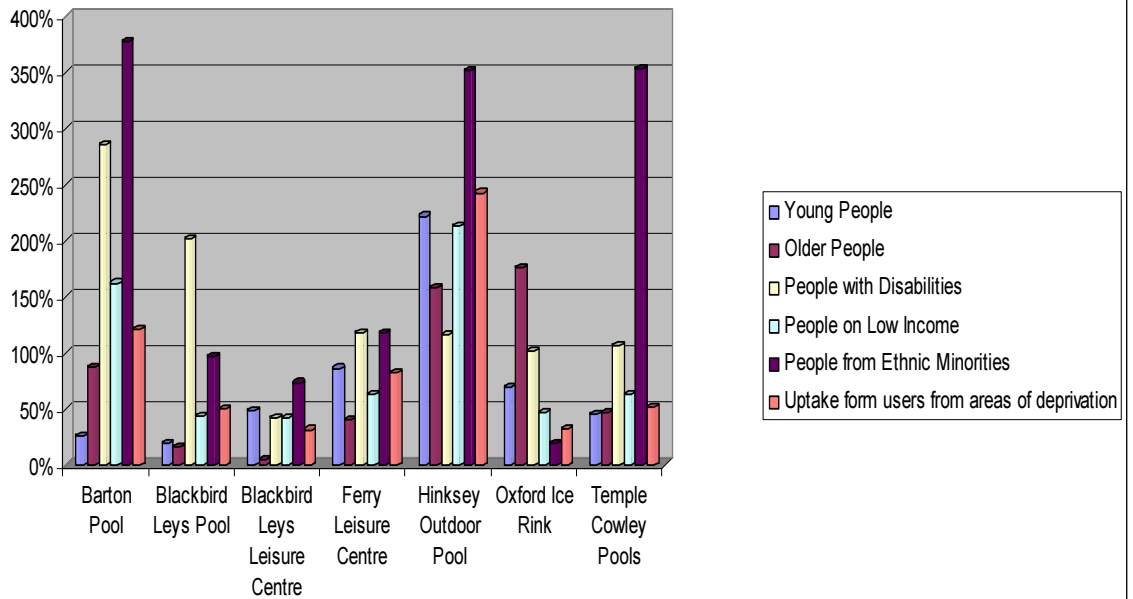
Percentage participation increase against the 2009/ 10 baseline



Target Group participation totals

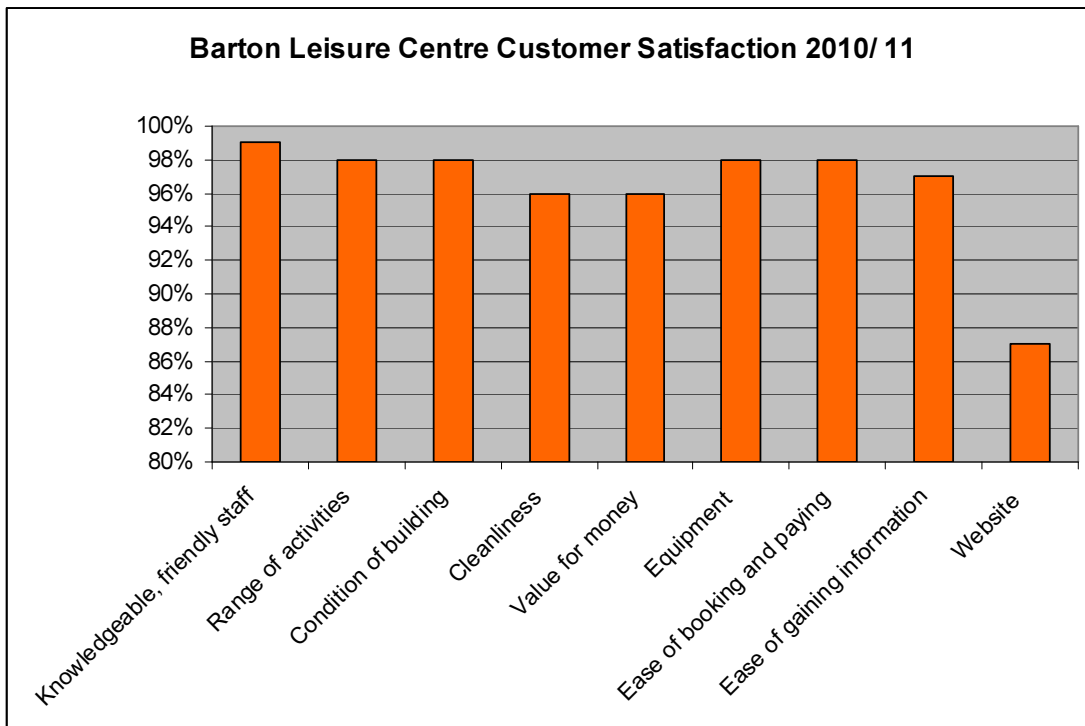
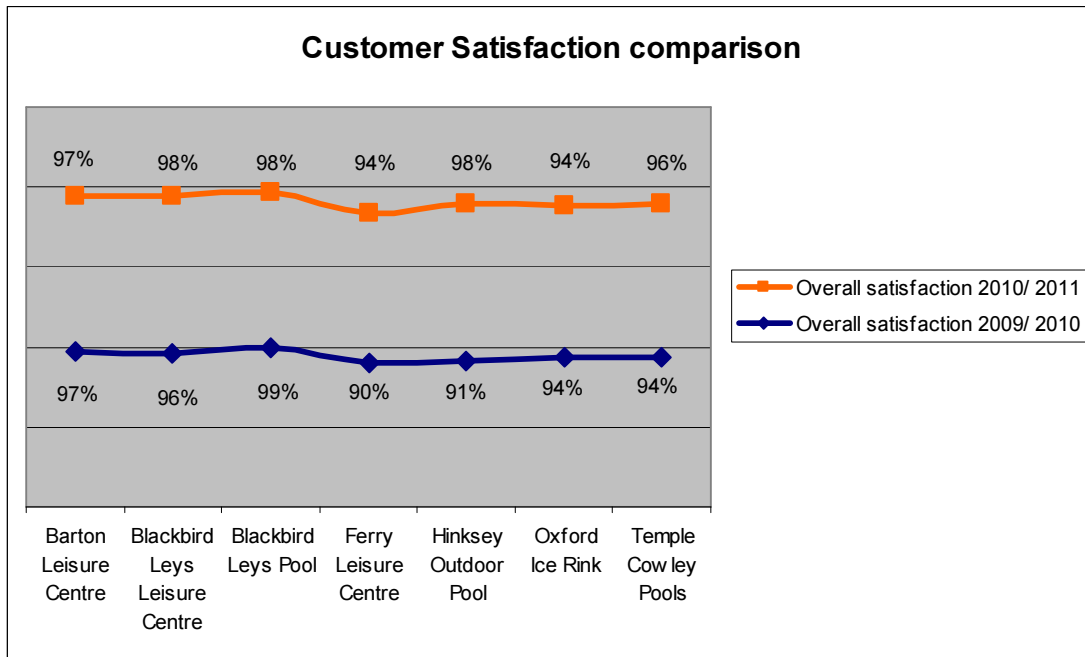


Facility target group participation increase from the 2009/ 10 baseline

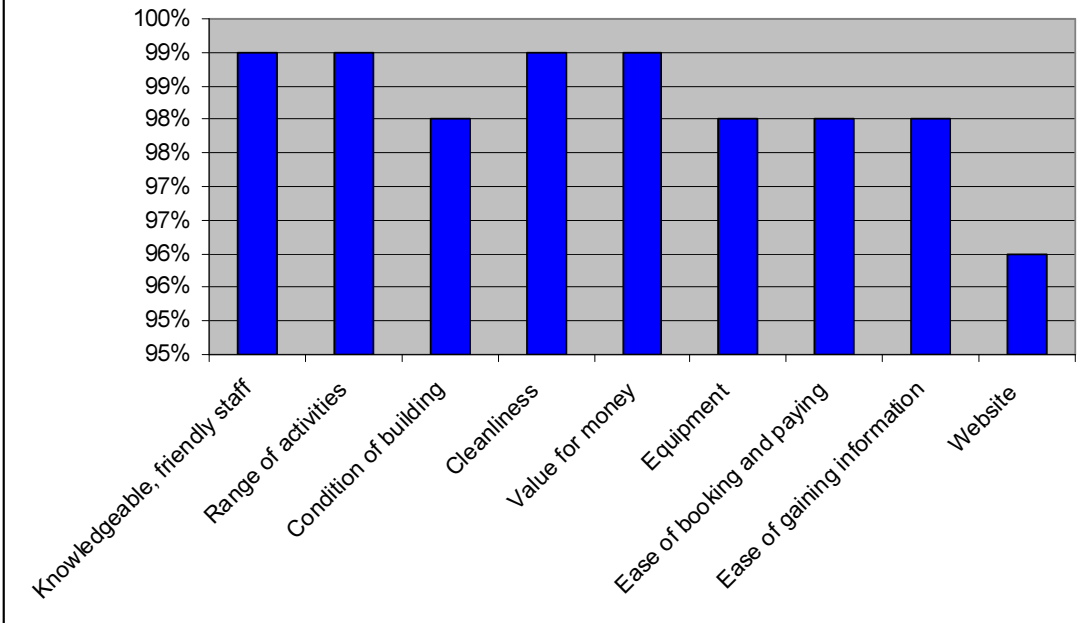


Appendix Three.

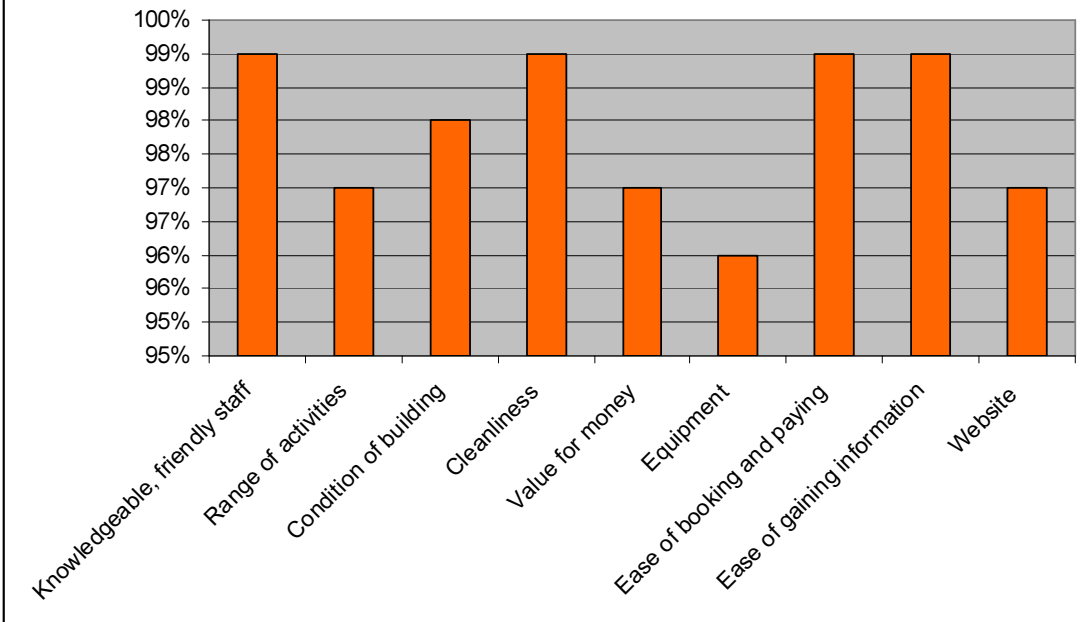
Summary Customer Satisfaction graphs, 2010/ 11.



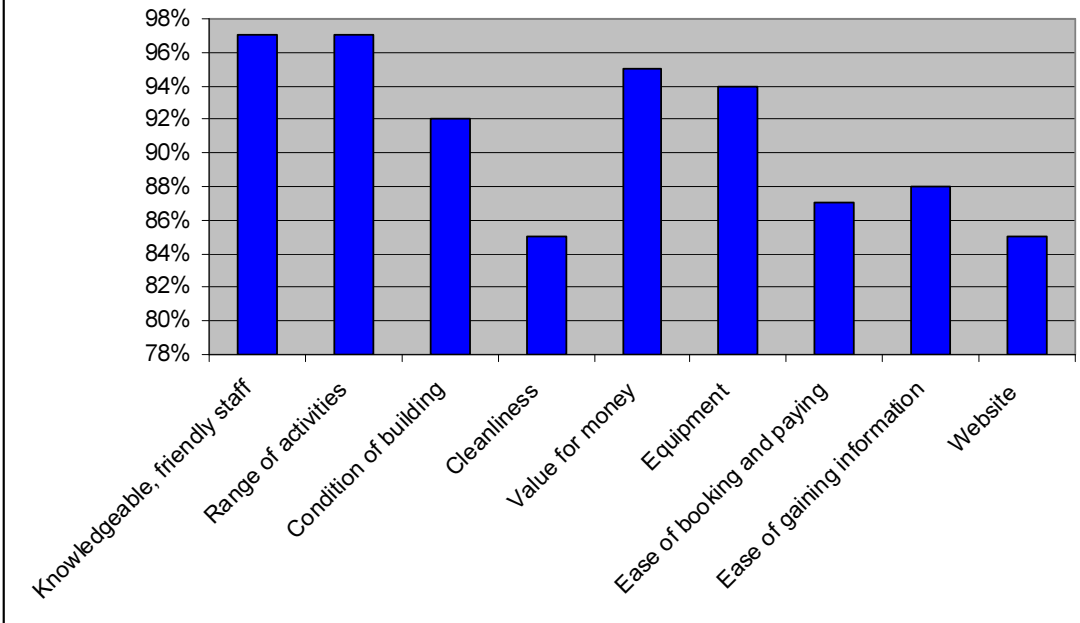
Blackbird Leys Leisure Centre Customer Satisfaction 2010/ 11



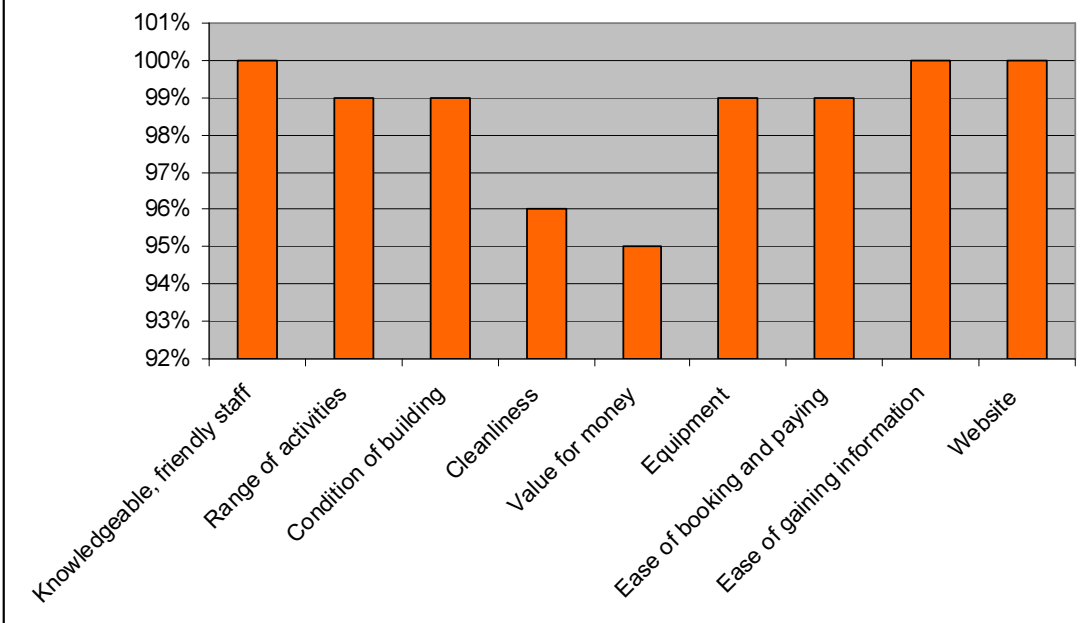
Blackbird Leys Pool Customer Satisfaction 2010/ 11

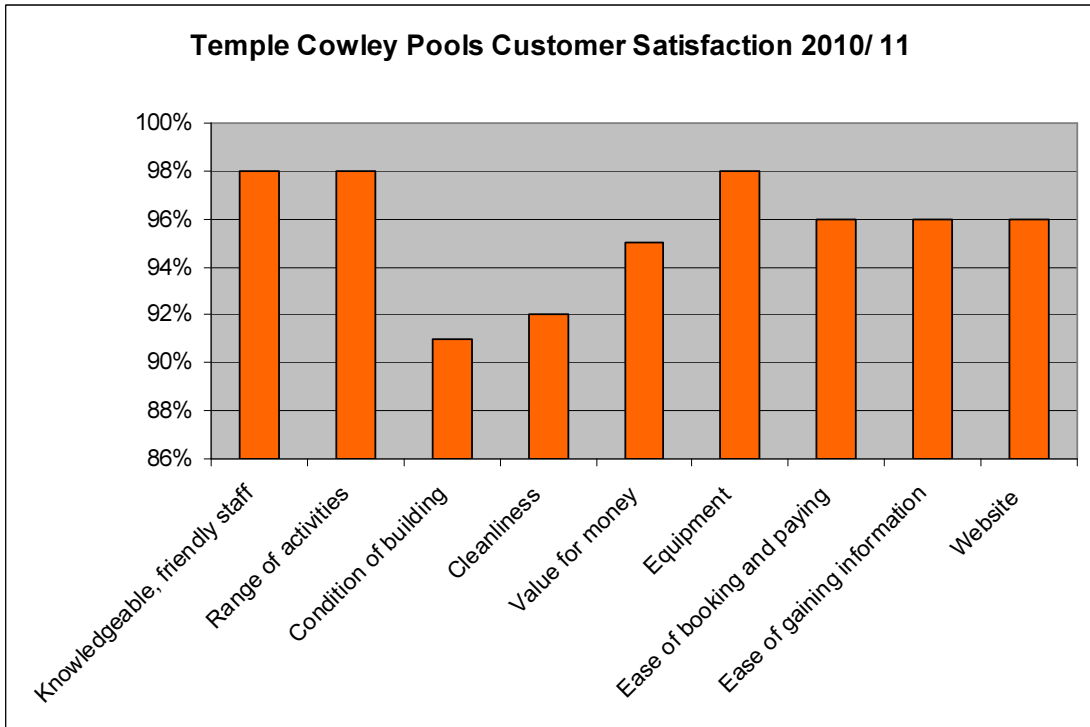
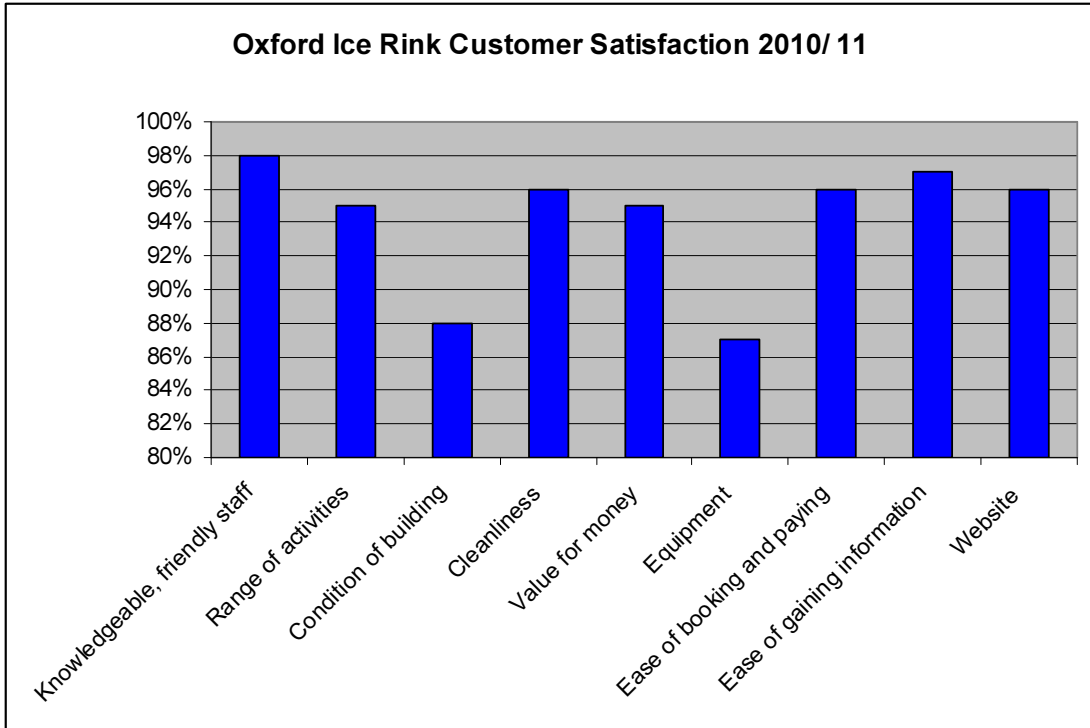


Ferry Leisure Centre Customer Satisfaction 2010/ 11



Hinksey Outdoor Pool Customer Satisfaction 2010/ 2011





Appendix Four.

Leisure facility carbon performance 2009/ 10 and 2010/ 11

LACMP Year 2 2009/10				
Leisure Sites	Electricity consumption	Gas consumption	Total CO ₂	Change +/- %
	kWh	kWh	tCO ₂	
Barton Pool	310,689	589,463	278	1.7%
Blackbird Leys Leisure Centre	429,549	971,070	413	15.1%
Blackbird Leys Swimming Pool	69,039	541,729	138	-4.2%
Ferry Sports Centre	594,633	1,608,892	621	-2.9%
Hinksey Outdoor Swimming Pool	129,850	1,869,198	418	-5.6%
Ice Rink	1,107,008	801,898	748	1.5%
Temple Cowley Pools	1,387,018	653,242	872	-10.8%
<i>Total (not inc. Barton Pool)</i>	<i>3,717,097</i>	<i>6,446,029</i>	<i>3,210</i>	<i>-2.7%</i>
Totals	4,027,786	7,035,492	3,488	-2.4%

LACMP Year 3 2010/11				
Leisure Sites	Electricity consumption	Gas consumption	Total CO ₂	Change +/- %
	kWh	kWh	tCO ₂	
Barton Pool	324,236	706,888	307	10.5%
Blackbird Leys Leisure Centre	406,398	943,510	395	-4.3%
Blackbird Leys Swimming Pool	62,952	560,000	138	0.1%
Ferry Sports Centre	625,618	1,583,548	633	1.9%
Hinksey Outdoor Swimming Pool	125,000	1,574,918	361	-13.7%
Ice Rink	996,071	765,229	681	-8.9%
Temple Cowley Pools	1,191,991	1,175,103	863	-1.0%
<i>Total (not inc. Barton Pool)</i>	<i>3,408,030</i>	<i>6,602,308</i>	<i>3,072</i>	<i>-4.3%</i>
Totals	3,732,266	7,309,196	3,379	-3.1%

blue figures are estimates or provisional - awaiting consumption data/validation

0.541kgCO₂/kWh elec conversion factor used

0.186kgCO₂/kWh gas conversion factor used

**10/11 data sourced from TEAM energy bureau and HH data stark (plus envido/optimal for Barton Pool)
LACMP= Local Authority Carbon Management Programme**

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