

**MINUTES FROM LEISURE PARTNERSHIP BOARD 30<sup>TH</sup> JUNE 2011**

<b>Meeting date</b>		30 <sup>th</sup> June 2011
<b>Time</b>		13.15-14.45
<b>Location</b>		St Aldate's Room, Town Hall
<b>Attendees:</b>		<b>Initials:</b> <b>Position:</b>
Tim Sadler (part) Ian Brooke (chair in Tim's absence) Cllr Van Coulter Cllr David Williams Peter Kay Tim Mills Steve Holt Cllr Graham Jones Becky Roach (minutes)		TS      Director of City Services IB      Head of City Leisure VC      Exec Member - Leisure DW      Green PK      Fusion Chief Exec TM      Fusion Development Director SH      Fusion DBM GJ      Lib Dem - Leisure BR      PA to Tim Sadler
<b>Apologies for absence:</b>		Margaret Stevens, Sue Holden, Helen Smith, Stephen Brown
<b>Item no:</b>	<b>Item Discussion:</b>	<b>Action(s):</b>
1	<b>Previous Minutes</b> Minutes agreed by all present	
2	<b>Board Members Update</b> <ul style="list-style-type: none"> <li>• IB confirmed that OCC had received liP accreditation, which was seen not as an end in itself but part of the process of continual development of staff.</li> <li>• IB explained that OCC services were working through savings plans, Leisure &amp; Parks have committed to savings of £489k this year, almost half of which have already been achieved.</li> <li>• VC spoke of a specific request he has had from Nigel Gibson (Save Temple Cowley Pools) regarding the disclosure of outturn costs on TCP running and repair costs. The background to this request is that VC has been communicating to the public how expensive TCP is to run, Nigel Gibson is challenging this. PK confirmed that Fusion will endeavour to comply with all requests for information; however he made the point that costs associated with TCP are not just incurred by Fusion, but by OCC's client and maintenance costs.</li> <li>• GJ stressed that TCP has structural problems. He queried the term "fair" and asked to see the conditions survey. PK confirmed that fair is usually one grade above "poor"</li> <li>• VC spoke of the difficulties he has found around misinformation in the public realm as a result of the Save TCP website.</li> </ul>	IB and VC to liaise with PK and TM
3	<b>2011/2012 Service Planning</b>  <b>Participation</b> <ul style="list-style-type: none"> <li>• 2010/11 year-end: c.990k visits, up c.12% previous year. Good improvements following developments at Ferry and Barton</li> <li>• 2011/12 year-to-date (April/May): c.174k visits, down c. 5% year-on-year (c.14k)</li> <li>• reduction in casual skate numbers at OIR (c.10k)</li> <li>• lower attendance at HOP (c.2k) and Temple (c.8k)</li> <li>• increased participation at Ferry (c.2.5k) and Barton (c.3k)</li> <li>• target groups (year-end comparison):             <ul style="list-style-type: none"> <li>○ users from deprived areas c.115k visits, up by 63%</li> <li>○ bonus users: c.108k visits, up 65%</li> <li>○ under 16s: c.115k visits, up 63%</li> </ul> </li> </ul>	

- older people: c.63k visits, up 63%
- people with disabilities: c.10 visits, up 107%
- ethnic minorities: c.49k visits, up 183%
- women and girls: c.295k visits, up by 54%
- benefits of improved participation monitoring

### Finance

2010-2011, year end:

- Finance figures were presented by Fusion Officers and noted by board members.

2011-12 year to date:

- Finance figures were presented by Fusion Officers and noted by board members.

### Payment Mechanism

- deductions: Finance figures were presented by Fusion Officers and noted by board members.
- reviewed processes with OCC: future penalties for cancelled classes will take account of communication with customers & processes of covering classes

### Customer Satisfaction

PTUWYT (March-May)

- continued 97% excellent, good or satisfied; 2% improvement
- lowest scoring areas
  - “value for money” (96%), 2% improvement
  - “cleanliness” (95%) 1% improvement
  - “website” (96%) 4% improvement
- best scoring areas
  - “knowledge of staff” (98%)
  - “range of activities” (99%)
- circa 19% bookings now made on-line; 2% decrease from March (due to bad upgrade which should be rectified this month). IB asked for context in next session.
- ongoing telephone surveys
  - concerns re telephone response time
  - work underway to improve systems; discussions held with OCC customer service/Marcoms to understand scope/specification

### Facility management

- health and safety
  - all sites audit scores at 92% or better
  - action plans monitored on a weekly basis
  - no significant accidents or incidents reported
- Basecamp inspections: average inspection score 97%; 2% improvement
- planned preventative maintenance: 98% of scheduled tasks undertaken; 2% missed tasks due to access during repair works
- environmental management (year-end)
  - 28% reduction in gas (through better management)
  - 17% reduction in electric (through salix improvements)
  - 76% increase in water (year on year); increase due mainly to Hinksey consumption as a result of maintenance, leak and water feature. Noted that there is money in the OCC capital scheme for a new liner, c£110k. Water increase also due to increased usage of Barton Pool.
- Quest
  - next assessments scheduled for July/Aug 11: Ferry, Hinksey Pool, Ice Rink and Blackbird Leys LC
  - Quest scheme currently undergoing revision
  - “Quest 2011” in final stages of pilot: planned launch in July 2011; GMs attended seminar training with Quest scheme management.

SH

## Staffing

- c.108 FTE employees across all sites; c.7 vacancies; all positions currently advertised or awaiting start dates. New head teacher started at Ferry
- sickness averaging c.1 day per employee per month; slight improvement on previous period, though noted this high across Fusion contracts.
- Staff satisfaction at 74%: this is being addressed by SH through planned focus groups in centres, action plan forthcoming. Noted that be interesting to track site by site.

## Marketing

- 11 press releases (April-May)
  - Junior Free swim extension to 50 hours
  - "Name the Penguins" schools competition
  - Gym for heroes fundraising at BLLC and Barton
- c.42,000 website unique views (April-May); 7% above target
- media promotions undertaken through
  - BBC radio promotion at Hinksey and Ice Rink
  - 45,000 Royal Mail leaflet drop promoting 'Bonus Slice'
- Reward Card update:
  - Reward cards issued 4,101–
    - 1373 at Ferry
    - 1214 at Temple Cowley
    - 616 Barton
    - 660 at Blackbird Leys
  - Noted main benefit is capturing of e-mail addresses
- Hinksey Pool brown tourist signs erected

## Sport and community development

- 6 leisure apprentices started March 11
- Ladies *Go-Active* position started
  - 3-year post to develop women's participation
  - scheme launched May
- £2670 awarded from Sport England for table tennis at Barton
- 6% increase in swimming lesson participation
- funding and plan agreed with ASA for the further development of adult swimming participation

## Fusion Corporate Update

### Financial Performance

- income ahead of target
- key cost areas under close control
- surplus on target year-to-date

### Operational Overview

- new Commercial and Operations Director, Penny Arnold
- ongoing implementation of IMS
- confirmed reaccreditation with ISO9001, 14001 and 18001
- improved performance management systems

### HR

- embedding of HR admin system
- new induction and on-line training programmes
- introduction of apprenticeship scheme
- proactive recruitment at management levels

### Marketing and Communications

- continued work on CRM and customer journey
- embedding of CRM people
- appointment of Head of Sales and Commercial
- planned roll-out of Rewards scheme
- Open Air Active programmes

### Facility Management

- trialling of improved asset management systems
- roll-out of restructured FM/technical resource

	<ul style="list-style-type: none"> <li>• piloting of Tabs FM</li> <li>• initial work on “Basecamp 2”</li> </ul> <p>ICT</p> <ul style="list-style-type: none"> <li>• creation of managers’ “stat packs”</li> <li>• review and improvements to participation monitoring</li> <li>• new ICT support contract implemented</li> <li>• imminent review of MRM</li> </ul> <p>Sport and Community Development</p> <ul style="list-style-type: none"> <li>• continued work on programmes</li> <li>• development of Fusion 2012 Strategy</li> <li>• further partnership development</li> </ul> <p>Business Development</p> <ul style="list-style-type: none"> <li>• Wycombe District Council (Holywell Mead Pool)</li> <li>• London Borough of Lewisham (9 facilities)</li> <li>• Corporation of London (Golden Lane Leisure Centre)</li> <li>• improving client reporting systems</li> </ul>	
4	<p><b>Partnerships Focus on development</b> SH provided the following update:</p> <p><b>Phase 1 Developments Update</b></p> <p>Barton Pool</p> <ul style="list-style-type: none"> <li>• new 45 station fitness facility completed</li> <li>• changing rooms refurbished to improve dry change facility</li> <li>• improved entrance</li> <li>• completed within budget (c£820k)</li> <li>• membership increased by c.300 members</li> <li>• attendances up 30% c.1500 per month</li> </ul> <p>Blackbird Leys Leisure Centre</p> <ul style="list-style-type: none"> <li>• provision new spin studio</li> <li>• upgraded and extended dry changing facilities</li> <li>• remodelled reception with new reception desk and turnstiles</li> <li>• works completed within budget (c£540k)</li> <li>• spin classes operating at near capacity since opening</li> </ul> <p>Ferry Sports Centre</p> <ul style="list-style-type: none"> <li>• extended gym from 47 stations to 100,</li> <li>• refurbished dry side changing facilities,</li> <li>• provision of turnstiles in reception</li> <li>• works completed within budget (c£790k)</li> <li>• memberships increased by c.500 members</li> <li>• participation up by 1,800 per month</li> <li>• additional ETM classes added to meet demand</li> <li>• range of additional developments being considered: business cases being prepared; funding models being explored; scope and timescales still to be confirmed</li> </ul> <p><b>Phase 2 Developments</b></p> <p>Ferry Sports Centre</p> <ul style="list-style-type: none"> <li>• creation of dedicated indoor “spin” cycling studio</li> <li>• conversion of one existing squash court</li> <li>• reconfiguration of existing entrance/foyer areas</li> <li>• creation of simple café and soft play facilities</li> </ul> <p>Oxford Ice Rink</p> <ul style="list-style-type: none"> <li>• improvement to first floor areas</li> <li>• including entrance, foyer, reception, circulation, café and meeting rooms</li> <li>• installation of appropriate car park hardware/software</li> <li>• improvements to external décor and signage</li> </ul>	

Blackbird Leys Leisure Centre

- refurbishment/redevelopment of outdoor courts
- creating facility for five-a-side football and tennis

Barton Pool

- minor works in studio to create storage space
- addition of indoor "spin" cycling

**CSP Update by TS**

- We are close to having confirmation that the tender can be done within budget. Tender will go to CEB on July 21<sup>st</sup>.
- On the planning side, the final transport element is close to being signed off.
- The threatened Town Green Application is still an issue. It has been made to County, but not duly. It is not clear why County rejected it, but the new version is due back to County imminently. Should this be rejected, OCC plan to get a High Court declaration to prevent future applications (probable cost £10k). The LGA is lobbying for amendments to the Localism Bill around the TGA issue. OCC will be supporting this through lobbying MPs, etc.
- Building will begin at Christmas if all goes to plan, the consequences of delay would be an extended build time and the potential for a drift in commodity prices, though the contractor is keen to avoid re-tendering and is being as flexible as possible.

**Phase 2 Development Headlines (TM)**

- VC confirmed OCC would like Fusion to provide business cases for sweating all OCC assets, especially those currently underused (e.g. Hinksey Pool areas, and the athletics track at Horspath). The idea would be OCC provide the capital for improvements, Fusion run them and OCC reduce their subsidy going forward as Fusion realise funds from the running. The timetable is for completion this year.

**5** **Focus area of next meeting**  
Annual Service Plan

**6** **AOB**  
None

**Next meeting: 21<sup>st</sup> September 2011, 14:00-15:30 at Blackbird Leys Leisure Centre**